ARMY RESERVE

SECOND ISSUE OF 1989

Year of the NCO

See Page 10

Army Reserve NCOs

Each year the Army chooses a theme as a way of recognizing various aspects of the Total Army. This year, as I am sure you know, the theme is "The NCO," acknowledging the role and importance of the non-commissioned officers to the Army.

Just as in the Active Army, Army Reserve NCOs are the mainstay of our organization. By definition, though, Reservists live in two worlds, their civilian world and their military world. This fact works to all our benefit. Army Reserve NCOs bring to their units skills and talents that they have developed in their civilian jobs, and we give them the leadership training that helps them in both. As a result, we have a corps of well-educated soldiers whose broad backgrounds give them maturity and experience they would not have otherwise. This is especially important because of the increasing numbers of missions and responsibilities the Army Reserve is receiving. As our officers become more and more involved in management and planning for mobilization and contingencies, we are becoming more dependent on the NCOs for doing what they do best — training and leading younger soldiers and conducting day-to-day operations — as well as being involved in their unit missions.

I see the Army Reserve's expanding role in the national defense as a great opportunity for our NCOs to make a real difference by showing initiative, by challenging subordinates to learn their jobs better and by being an important link in the chain of command, particularly in collective training matters.

Being an Army Reserve NCO is not an easy job, and it will not be getting easier any time soon. I recognize that, and I appreciate what all of our NCOs bring with them when they take off their normal work clothes and put on a uniform. They combine the best of the civilian world and the best of the Army Reserve into a resource that twice strengthens our country.

William F. Ward
Major General, USA
Chief, Army Reserve

CONTENTS

"Year of the NCO" Special Section

The Army Reserve NCO Corps

■ OCAR's Command Sergeant Major fills you in on the view from the top of NCO issues and programs. **Page 10**

History and Heritage of the NCO

■ The U.S. Army "noncom" has always been a unique American institution. **Page 12**

Profile of the USAR NCO

■ ARPERCEN's Command Sergeant Major provides insight on today's Army Reserve NCO. **Page 14**

CONUSA NCO Academies

■ Training ground for present and future USAR NCOs. **Page 15**

PLDC — A Soldier's Story

■ One PLDC graduate's experience in words; another's in pictures. **Pages 16, 18**

Combat Cops

■ USAR Military Policemen train for an unusual mission. **Page 20**

Fuertes Caminos '89

■ This year's overseas deployment exercise in Honduras continued the tradition of its predecessors. **Page 22**

Why Soldiers Really Leave the Army Reserve

■ New research sheds light on why some Reservists choose to leave early. **Page 30**

Leadership Makes The Difference

■ Systems Leadership is a concept for senior leaders. **Page 31**

Update ..... **Page 4**
People ..... **Page 8**
Letters ..... **Page 26**
ARPERCEN ..... **Page 28**

Army Reserve Magazine
Vol. XXXV, Number 2
Second Issue of 1989

ISSN #0004-2579
USPS #552-590

FRONT COVER: This is the "Year of the NCO" throughout the U.S. Army, and this issue of *Army Reserve Magazine* pays special attention to NCO issues. Our cover NCO is Sgt. Dwayne Price, a soldier in the Army Reserve's 450th MP Co., Sheffield, Ala. You can read about his unit in "Combat Cops," beginning on page 20.

Army Reserve photos by Capt. John Florence

BACK COVER: Col. (Dr.) Richard Pankuch, a family practitioner in dentistry from Stow, Ohio, with a group of Honduran children who have just learned basic dental hygiene techniques. As a member of the 256th General Hospital, Parma, Ohio, he participated in medical assistance efforts in nearby villages during Fuertes Caminos '89.

Army Reserve photo by Ed Eckstein

CHIEF, ARMY RESERVE
Major General William F. Ward

CHIEF, PUBLIC AFFAIRS OFFICE
Joseph G. Hanley

EDITOR
Major James M. Kroesen

ASSOCIATE EDITOR
Lt. Col. Denver Compton (IMA)

ARMY RESERVE MAGAZINE is published quarterly by the Chief, Army Reserve, ATTN: DAAR-PA, The Pentagon, Washington, DC 20310-2400, in accordance with Section 278, Title 10 USC. The Secretary of Defense has determined that the publication of this periodical is necessary in the transaction of the public business required by law of the Department of Defense. Use of funds for printing this publication has been approved by the Secretary of the Army on 2 September 1986 in accordance with the provisions of AR 310-1. Opinions expressed are neither official policy nor directives. Direct communication with the editor is authorized, at the address above. Local reproduction of all material is approved, except that which is marked copyrighted. Articles are solicited, as are story ideas and layouts.

Manuscripts and other correspondence for the editor should be addressed to ARMY RESERVE MAGAZINE, 1815 North Fort Myer Drive, Arlington, VA 22209-1808.

The telephone number is Autovon 226-3962, or commercial (202) 696-3962.

"The Secretary of Defense shall require the complete and current dissemination to all Reserves and the Public of information of interest to the Reserve Components."
Section 278, Title 10, U.S. Code

POSTMASTER: Second Class postage in Washington, D.C. and additional mailing offices. Send Postal Form 3579 to ARMY RESERVE MAGAZINE, c/o ARPERCEN, ATTN: DARP-EPO, 9700 Page Blvd. St. Louis, MO, 63132-5200.

CHAMPUS Eligibility for Reserve Families Explained

Army Reserve soldiers sometimes hear terms floating around with which they may not be familiar, because these terms usually apply to active duty situations and only sometimes apply to most Reservists.

Two of those terms are important for Reservists to know, however, because they have to do with important benefits on those occasions when they do come into play. Those terms are CHAMPUS and DEERS.

CHAMPUS stands for Civilian Health and Medical Program for the Uniformed Services. It is run by the Department of Defense, and it picks up most of the costs for treatment in civilian medical facilities when military hospitals and clinics are too distant or busy.

If you're an Army Reservist, your dependents are only eligible for CHAMPUS benefits under certain conditions.

If you are called to active duty for more than 30 days, your family members become CHAMPUS-eligible on the first day of your active service. They remain eligible until you leave active duty. The period of active-duty time stated on your orders is the determining factor.

If you should die while on active duty, your surviving dependents will continue to be eligible for military health benefits, including CHAMPUS, under the same rules as would the survivors of any deceased active-duty service member.

DEERS is the Defense Enrollment Eligibility Reporting System. CHAMPUS-eligible persons must be listed on the DEERS data bank in order to get their claims paid.

The DEERS data bank contains the names of all active-duty, deceased and retired military sponsors, their CHAMPUS-eligible family members, and certain former spouses.

When a CHAMPUS claim is submitted to the claims processor, the processor checks to see if the patient who received the care is listed in the DEERS computer files as eligible for CHAMPUS benefits. Claims for patients whose names do not show up on DEERS will be denied until the matter of eligibility is cleared up.

Reserve soldiers who are serving in CHAMPUS-eligible circumstances should have their dependents signed up with DEERS when inprocessing for the active-duty tour. If you have any doubts about the DEERS status of your dependents, contact the nearest military personnel office.

After you've served long enough in the reserve forces to qualify for retirement (you've logged 20 or more satisfactory years of service to ensure your eligibility to begin drawing retired pay and benefits at age 60), you and your dependents (if they qualify) will become eligible for CHAMPUS and other military health benefits on your 60th birthday.

Your CHAMPUS eligibility will continue until you qualify for Medicare (Part A), which cost-shares hospital charges. Qualified dependents will also keep their CHAMPUS eligibility until they become individually eligible for Medicare (Part A). For most people, Medicare eligibility occurs at age 65.

'Army Reserve Action' Videotape Produced

"The Army Reserve in Action," a VHS-format videotape explaining what Reserve soldiers do at drill and AT, is now available at Reserve Centers everywhere.

The 10-minute tape is designed to show families and employers how important and exciting it is to be in the Army Reserve. It features an introduction by MG William F. Ward, the Chief, Army Reserve, and highlights recent overseas deployment training (ODT), annual training (AT) and weekend drills.

A half-dozen copies were sent to each center so Reserve soldiers can borrow a copy to show at home or at work.

"This tape can be a valuable tool in building family morale and support," says Al Schilf, project officer at OCAR's office of public affairs. "Commanders are encouraged to ensure that the tape is made available to all troops."

Questions about the videotape should be directed to Schilf, (202) 696-3961 or Autovon 226-3961.

Army's Bicentennial Committee Offers Resource Materials

The Secretary of the Army's Bicentennial Committee in Washington wants you to know that they have free resource materials available for the asking.

They include the second and latest supplement to the original resource guide, *Establishment of the Federal Government and National Defense.*

This year marks the third in a five-year commemoration of the Bicentennial of the Constitution. It focuses on the bicentennial of the Presidency, with special emphasis on those presidents who served in the military.

The committee has available a new pamphlet containing brief biographies of each President of the United States since George Washington. They also have a new Soldier-Statesman-Presidents poster. Other items include a pocket-sized Constitution booklet, documents of freedom sets printed on parchment-like paper, speech material and crossword puzzles and quizzes.

If you'd like an order blank listing all the materials available, send your request to the committee at HQDA, SABC, The Pentagon, Room 3E524, Washington, D.C. 20310-0107. Quantities are limited.

A Career in Military Medicine?

If that sounds interesting to you, you should be aware of the Uniformed Services University of the Health Sciences, the military's own medical school.

Students at USUHS, in Bethesda, Md., study a traditional medical school curriculum plus courses of direct military medical relevancy. There is no tuition, and all books and equipment are provided at no charge.

Students are commissioned as second lieutenants (or Navy ensigns) and draw full pay and benefits while in school. At graduation, students receive the M.D. degree and promotion to captain. They must serve seven years to pay back their education; time spent in graduate medical education (such as internship or residency) does not count toward the payback.

Applicants must have a college degree and be qualified for a commission, as well as meet certain academic requirements. Civilian applicants may be no older than 27 when they enter the school, but applicants with military service can exceed the age limit by up to age 31, depending on the amount of service.

For more information, contact the Office of Admissions, ATTN: PAC, Uniformed Services University, 4301 Jones Bridge Road, Bethesda, MD 20814-4799.

Families at Fort Benning?

Go ahead, bring them along if you want, say Infantry School officials to lieutenants reporting to Infantry Officer Basic Course (IOBC).

While recognizing that the decision to bring wife and family to Fort Benning is a personal one (IOBC students do not normally receive additional TDY funds for non-availability of quarters), the course does have a very active wives program which includes an orientation on Fort Benning, a briefing to acquaint wives with the role of the military officer's spouse, coffees, luncheons and a Commandant's Reception. There is also an opportunity for wives to observe training and gain an appreciation for their husbands' responsibilities.

Prospective IOBC students desiring more information should call the Personnel and Administrative Center, 2nd/11th Infantry, at (404) 545-3014/2824/4023 (Autovon prefix 835).

An Army Reserve Glossary

The Army, and the Army Reserve, would be speechless without acronyms. Here's a glossary of terms frequently used in *Army Reserve Magazine*:

ADT — Active Duty for Training. This type of active duty is performed by any Reservist attending a school, counterpart training or other special training activities.

AGR — Active Guard/Reserve. Army Reservists on full-time active duty in support of Reserve units and programs. The National Guard has a program of the same name, which is administered separately.

ARCOM — Army Reserve Command. One of 21 geographic major Army Reserve commands throughout the U.S. (plus one in Germany). Most (but not all) Army Reserve units are subordinate to an ARCOM, which is commanded by a Reserve major general.

ARPERCEN — Army Reserve Personnel Center in St. Louis, Mo. The nationwide administrative and personnel management center for the Army Reserve. It is the headquarters for AGR, IMA and IRR Reservists.

AR — Army Regulation.

AT — Annual Training. Active duty performed annually (usually for two or three weeks) by Army Reserve units and by IMA Reservists.

CONUSA — CONtinental U.S. Army. The five numbered Army headquarters, which are subordinate to FORSCOM and command Army Reserve units in their respective regions. CONUSAs are commanded by Regular Army lieutenant generals.

DA — Department of the Army. The headquarters of the Army, located in the Pentagon, Washington, D.C.

FORSCOM — Forces Command. The Army specified command headquartered at Ft. McPherson, Ga., which commands virtually all Army Reserve units in the U.S.

FY — Fiscal Year. This is the budgetary and training year for the Army. It starts on Oct. 1 and ends on Sept. 30.

GOCOM — General Officer Command. A unit of the Army Reserve with a general officer commanding, other than an ARCOM or a Division (Training). GOCOMs are functionally organized and are usually identified as a brigade or command.

IDT — Inactive Duty Training. Defined by AR 140-1. The most common example of IDT is weekend drill.

IMA — Individual Mobilization Augmentee. A Reservist who is assigned to an active Army unit or agency with which he or she would mobilize in case of emergency. IMA's serve at least two weeks of AT with their unit of assignment each year.

IRR — Individual Ready Reserve. A Reservist who does not belong to a Reserve unit or hold an IMA assignment. IRR soldiers do not normally drill but may serve tours of ADT. Upon mobilization, IRR soldiers receive orders from ARPERCEN.

MUSARC — Major U.S. Army Reserve Command. The highest level of USAR unit commanded by a Reserve general. All ARCOMs, all Divisions (Training) and any GOCOM with a major general commanding is a MUSARC.

MUTA — Multiple Unit Training Assembly. Commonly known as "weekend drill." The most common form is a MUTA-4, which includes four four-hour unit training assemblies.

OCAR — Office of the Chief, Army Reserve. The agency of the DA staff in Washington responsible for Army Reserve policy and budget matters.

ODCS — Office of the Deputy Chief of Staff — the principal DA staff elements. The last two or three letters tell which one — most commonly seen are ODCSLOG, logistics; ODCSOPS, operations, and ODCSPER, personnel.

PERSCOM — Total Army Personnel Command, formerly Total Army Personnel Agency (TAPA) and Military Personnel Center (MILPERCEN). Located in Alexandria, Va., this agency is the active component counterpart to ARPERCEN, and has some responsibilities affecting the Army Reserve.

RC — Reserve Component. Each branch of the U.S. military services has a regular component and one or more reserve components. The reserve components of the Army are the Army Reserve and the Army National Guard of the U.S.

SIDPERS — Standard Installation/Division Personnel System. The Army Reserve-wide computerized personnel data base.

Other acronyms are defined when they are used in a story.

Change Announced on Wearing Numeral Devices on Awards

Effective March 30, a new policy governing the wearing of numerals on medals and ribbons is in effect.

Under the new policy, the numeral "1" device, used to designate the first award of a medal or ribbon, no longer will be authorized. The numeral "1" device will still, of course, be used as part of a two-digit number.

Numeral devices starting with "2" will be used to denote second and subsequent awards of decorations, as well as military education achievements under the NCO Education System.

PERSCOM has directed that the numeral "2" will denote the second award of the Air Medal, the Multinational Force and Observers Medal, the Overseas Service Ribbon and the Reserve Components Overseas Training Ribbon. A bar ribbon device, without numerals, will indicate the first award of these decorations.

The bar ribbon device, without numeral, will also be worn on the NCO Professional Development Ribbon to indicate completion of the Primary Leadership Development Course (PLDC).

Soldiers who have completed a basic NCO course (BNCOC) will wear the numeral "2" on the professional development ribbon, while soldiers who have completed an advanced NCO course (ANCOC) will wear a "3."

Graduates of the Sergeants Major Academy will wear the numeral "4." Previously, academy graduates wore a "5."

All soldiers must comply with the new policy by June 30.

Artillery School Reorganizes

The U.S. Army Field Artillery School at Fort Sill, Okla., was realigned under a new regimental structure Feb. 1.

The reorganization called for the Field Artillery School Brigade to be inactivated and redesignated as three battalions of the 30th Field Artillery Regiment.

The changes will consolidate some departments and eliminate others, leaving the school with four teaching departments — target acquisition, gunnery, fire support and combined arms operations, and communications and electronics.

Four officer basic course batteries and a permanent party battery form the 3rd Bn., 30th Field Artillery, assigned to the gunnery department.

Lodging Discounts Revisited: So What's An ITR?

Page 25 of Issue 1/89, *Army Reserve Magazine*, contained an article about government-rate lodging available from several hotel and motel chains for Reserve soldiers and their families on personal travel. The story said that, in order to get the government rate, reservations had to be made through an office of Information, Ticketing and Registration (ITR).

So, asked a number of readers, what's an ITR, and where do you find one?

Dan Yount, who monitors the program for the Army's Community and Family Support Agency, explains that the ITR — which exists on virtually every Army facility of any size — is an element of a post's morale, welfare and recreation facilities. They were formerly known as "Information, Tour, Travel" offices, and may still be called by that name in some locations.

Yount said on many posts the ITR office is located near the office which handles official government travel — a Scheduled Airline Ticket Office (SATO) or contractor travel agency — but emphasized that it is a different office. On other posts, the ITR office is located at or near a recreation center.

The government-rate program is already in effect at about a half-dozen major chains, and Yount said the program is expected to expand to most chains over the coming months. Government lodging rates vary from location to location, but are frequently substantially less expensive than the "going rate" for the same accommodations.

USAR To Help Christmas Islanders

The airport on Christmas Island, an atoll 1,200 miles south of Oahu, Hawaii, reopened to commercial air traffic after U.S. Army soldiers from Hawaii erected a temporary air navigation beacon on the island.

The island's permanent beacon was destroyed in a fire Dec. 30, preventing regularly scheduled flights from landing and potentially isolating some 1,200 Christmas Islanders who live there. The airport was shut down about 11 days before repairs were completed. Soldiers later installed a permanent beacon on the site.

An Army Reserve engineer battalion from Tennessee is scheduled to deploy to Christmas Island for its Annual Training this summer.

At the request of the Republic of Kiribati, the 844th Engineer Bn., 121st ARCOM, will construct a school or similar building for the islanders. A support structure for the new navigation beacon is now being considered as a part of the total construction project.

Christmas Island is the largest atoll in the world. Its population of 1,200 lives in four villages: Banana, Poland, London and Paris. It is a part of the Line Islands; together with the Gilberts and Phoenix Group, they make up the Republic of Kiribati.

Kiribati stretches 2,700 miles east from its capital, Tarawa, to Christmas Island. Kiribati controls more than 2 million square miles of ocean. Christmas Island, 52 square miles in size, represents more than half its dry land area.

In addition to tourism, the economy receives support from a satellite tracking station operated by the Japanese. A small fresh fish industry brings in additional income.

The U.S. Army Western Command Expanded Relations Program has supported the Kingdom of Tonga and the nation of Tuvalu with similar construction projects.

Postal Awareness

Big Changes in Army Official Mail

By Maj. Fernando Ornelas

"Sergeant, mail these evaluation reports!"

"Mister, mail this document — now!"

"Mail the drill reporting forms . . . refuel the vehicles . . . order parts . . . requisition rations. . . ."

We all have lots of duties; many of them cannot be completed until we mail something. The mail is vital to accomplishing many tasks, and many Army Reserve soldiers get involved in the mailing process, one way or another.

Processing the unit mail is a very important, if generally unsung, job. Now, with the Army's new "pay as you go" (prepaid postage) program for official mail, it has become an even more important job.

Under the new program, money is disbursed by each major command for mail support. Each installation and reserve unit is responsible for managing and paying for its own mail, up front. It's clear that mail funds must be closely managed to ensure that your mission can be completed.

Addresses Important

Properly addressing outgoing mail will also aid mission completion. Mail technicians do not have time to address **and** process your mail. Local procedures may place higher priority on processing properly addressed outgoing mail than correcting erroneous addresses. In fact, improperly addressed outgoing mail may even be returned to you, the sender, for proper addressing.

You can help your mail technician, your commander and yourself by properly addressing all outgoing mail, including the correct ZIP code. You can reduce mail costs, too, by using consolidated mail as much as possible, for all classes of mail. Consider using courier services for third and fourth class mail items, when cost effective.

Your official mail manager or technician should have the following references available to help:

- DOD 4525.8-M, *DOD Official Mail Manual.*
- AR 340-3, *Official Mail Cost Control Program.*
- U.S. Postal Service *Domestic Mail Manual.*
- Postal rate chart.
- Postal zone chart.
- National ZIP code directory.

The MUSARC official mail manager and the U.S. Postal Service customer representative can also help you meet your mail mission.

(Maj. Ornelas, an AGR officer, is a force structure analyst with OCAR. In his previous assignment with the 124th ARCOM, he was Official Mail Control Officer.)

Wearing the Army Windbreaker

Army leaders are unhappy with how they are seeing the Army black windbreaker worn by soldiers.

AR 670-1, *Wear and Appearance of Army Uniforms and Insignia*, specifies that the windbreaker "will be worn zipped at least three-fourths of the way up." This policy was established in consideration of comfort and style, Army officials say.

However, some soldiers have been wearing the windbreaker half zipped or completely unzipped. The Chief of Staff of the Army has ordered a review of the wear policy and consideration of requiring the windbreaker to be zipped to the top at all times.

Conclusion: Wear the windbreaker correctly — zipped at least three-fourths of the way up — or don't wear it at all.

Army Adopts New Field Menus

The dietitians at the U.S. Army Troop Support Agency, Fort Lee, Va., are doing their part to help the soldier be a "lean, mean fighting machine."

They have changed the 14-day U.S. Army Reserve Component and Field Training menu, providing soldiers with a nutritious menu that will improve physical fitness and good health to maintain combat readiness.

The menu is designed for use by Army Reserve and National Guard units during annual and inactive duty training, and by the active component during field training.

The new menu is the first major revision since 1982, and reflects reductions in some vital areas, as seen by today's dietitians.

For instance, each soldier is now offered a menu containing fewer daily calories, based on the average daily caloric value of the men of 3,448 a day. This can be attributed to reduction in fat and calories in the individual recipes, and changes in the overall menu pattern.

The major changes reflect increased servings of poultry, fruit, cereals, whole grain breads and steamed and baked foods. At the same time they show a decrease in servings of gravies, sauces, whipped toppings, rich desserts, fried foods, eggs and high sodium food items.

Most of the calorie reduction is the result of decreases in fat sources. Yet, the new menu offers increased vitamins and fiber content compared to the old menu since it calls for more carbohydrates, fruit and juices.

With this revision the menu meets the U.S. Surgeon General's guidelines as do the menus in garrison dining facilities, according to TSA officials.

Active Duty for Reserve Nurses

The Army Nurse Corps is asking nurses with prior active duty who are currently serving in the Army Reserve to return to active duty for a minimum of three years.

Army nurse recruiters say this is an excellent chance to develop new skills or augment existing skills through Army courses in such fields as pediatrics, obstetrics/gynecology, operating room, psychiatric nursing and intensive care. A variety of assignments are possible.

Interested nurses, in the rank of major and below, who have attended the active component AMEDD officer basic course, should contact their local nurse recruiter. Information can also be obtained by contacting ANC Division, HQ, USAREC, ATTN: Maj. Halopka, (800) 223-3735, ext. 7294; Commercial (312) 926-7294; or Autovon 459-7294.

Illinois Reserve Soldiers Win Big, But Maintain Their Reserve Connection

The paycheck for drill and annual training is one of the practical advantages of being an Army Reserve soldier. But some soldiers have other reasons for serving in the Reserve — reasons which are sometimes hard to explain.

If someone gave you a million dollars, would you stay in the Reserve? For four Chicago area people, the answer is yes. They are all winners — big winners — in the Illinois lottery, and their financial security is assured. But they are all continuing their involvement with the Army Reserve.

SSgt. Chris Green, a transportation specialist in the 4th Maneuver Exercise Command, Arlington Heights, Ill., won $12 million, which will be paid to him in increments of $600,000 a year for 20 years. He quit his civilian job, but he intends to remain in the Army Reserve until he retires.

Green joined the Army when he graduated from high school and credits the Army with bringing about a positive change in his life. "Here I was," he said, "a 17-year-old punk just finishing high school. The military gave me an opportunity to improve myself and learn self-discipline. I took advantage of some of the things the Army offers: Education, advancement within the military and advancement in reaching my personal goals."

"Why did I stay in the Reserve? The bottom line is self-discipline, and the fact that there are a lot of good people here," Green said. He believes that without his military experience he would have been ill-prepared to deal with the sudden wealth the lottery provided. And, he is grateful that, to his fellow USAR soldiers, he's still one of them. "I thank the people in my unit for still thinking of me as SSgt. Green, not 'that lottery winner.' I'm a staff sergeant, and I'm treated like a staff sergeant."

Lucky Tech

George Harris won $3.1 million in 1985. He is Supervisory Staff Administrator for the 86th ARCOM's 30th Hospital Center, Fort Sheridan. He is a lieutenant colonel in the Retired Reserve.

While no longer a drilling Reserve soldier, Harris decided to continue working as a technician after his windfall. "You might call it flag waving, but I believe that what we do in the Reserve is important." Soldiers and civilians within the Reserve should be proud of being a part of the national defense, he believes. "I enjoy the military, I think I still have a lot to offer, and there is still a mission to accomplish."

Winning Couple

The most recent big winners among Illinois Reserve soldiers are a couple of full-time support personnel from the 416th Engineer Bde., Chicago, Lt. Col. Keith Walton, AGR plans and operations officer, and Karen Auriene, headquarters company unit administration technician, went together to buy a ticket in February which produced a $16 million prize — that means they'll share $800,000 a year for 20 years.

Contacted shortly after their win was announced, Walton and Auriene said that, while they would be quitting their full-time positions, they planned to continue in the Reserve.

Army Reserve Officers Receive MacArthur Leadership Award

Five Army Reserve officers are among 26 company-grade officers from throughout the Army to receive this year's prestigious General of the Army Douglas A. MacArthur Leadership Awards.

The awards were presented by Gen. Carl E. Vuono, Army Chief of Staff, at a ceremony in April at the Pentagon. The awards are presented annually to one company-grade officer (captain or lieutenant) in each of the 15 major army commands, to one officer from army agencies and to five officers each from the Army Reserve and the Army National Guard.

The recipients best exemplify the ideals of duty, honor and country for which MacArthur stood. They were nominated by their commanders and selected by the FORSCOM commander.

The Army Reserve recipients of the 1989 MacArthur Awards are:

Capt. Todd S. Adams — Adams is commander of A Troop, 4th Squadron, 302nd Cavalry, 5th Brigade (Tng.), 89th ARCOM, in Lincoln, Neb. A banker in civilian life, he was instrumental in planning and organizing field training exercises for the troops of his squadron.

Capt. Douglas D. Stewart — Stewart is the assistant branch chief and an instructor in the Warrant Officer Training Branch at the Army Reserve Readiness Training Center (ARRTC), Fort McCoy, Wis. He is an AGR officer.

Capt. Jerold D. Weissinger — Weissinger commanded E Co., 1st Bn., 423rd Regiment, 3rd Brigade (Infantry), 70th Div. (Tng.) in Fort Wayne, Ind., during the time considered for the MacArthur Award. He is now the battalion S-3. As a civilian, Weissinger works in research and development for the Magnavox Corp.

Capt. Anthony L. Yeldell — Yeldell was a staff officer in the S-3 office of the 364th Engineer Gp., 83rd ARCOM, in Columbus, Ohio, before embarking on an ADSW tour as executive officer of Hoosier Trails '88, a six-battalion engineer exercise at Camp Atterbury, Ind., involving more than 4,500 Reservists. He is now the AGR operations officer of the 385th Engineer Gp., Fort Snelling, Minn.

Capt. Sean M. Kelly — Kelly received the award for his performance as AGR executive officer of A Co., 1/314th Infantry (Mech), 157th Separate Infantry Brigade, Williamsport, Pa. He is now AGR S-4 of the 1st Bn., 12th Special Forces Group, Arlington Heights, Ill.

Oklahoman Named USAR Drill Sergeant of Year

SSgt. Christopher A. Baer of the 95th Div. (Tng.), Midwest City, Okla., has been named Army Reserve Drill Sergeant of the Year.

Baer prevailed over drill sergeants from 13 other Army Reserve training divisions or brigades throughout the U.S. after a week of competition at the Training and Doctrine Command (TRADOC) headquarters at Fort Monroe. It was the second consecutive year that a drill sergeant from the 95th Division was selected for the honor.

Baer, a personnel administrative specialist when he volunteered to attend drill sergeant school in 1985, received the Meritorious Service Medal, the Ralph E. Hanes Award, and the *Army Times* Eugene P. Famiglietti award. He was also presented a gold watch by the Association of the United States Army.

Baer is a full-time student at the University of Oklahoma, majoring in English.

SSgt. Christopher A. Baer

Bulletin!
Army Reserve Shooters Tops at All-Army

Army Reserve marksmen earned a bunch of top honors at the 1989 All-Army matches at Fort Benning, Ga., in May.

Fifth Army's USAR rifle team claimed the National Trophy for the all-Army rifle team championship, while Army Reserve Sgt. Frank Goza fired his way to the individual all-Army pistol championship. USAR pistol shooters claimed a total of eight other individual championships.

Members of the CONUSA Reserve teams won all but one team rifle match and all but two team-level pistol matches. The champion Fifth Army riflemen also won the long-range team championship, while Fourth Army's team earned the Infantry Trophy. First Army pistol shooters won the .45-cal. and all-Army service pistol championships.

The Captain is a CSM

When Collin L. Younger became a policeman more than 20 years ago, he could not have suspected that he would one day be escorting an ABC camera team, at night, through some of the roughest streets in the nation's capital.

As captain (commanding officer) of the Narcotics Branch, Metropolitan Police Department, Washington, D.C., Younger has made numerous television appearances on news broadcasts and talk shows to discuss such issues as safety, crime and gun control.

Younger takes all of that in stride. There is considerably more excitement and fervor in his voice when he talks about leading soldiers.

As command sergeant major of the Army Reserve's 80th Div. (Tng.), he has reached a high point in his military career. He believes that he has learned a lot in his 29 years of service, and he is glad to be able to apply what he has learned to benefit the division's soldiers.

Younger's training philosophy is straightforward. Referring to visits to the field, he said, "I don't kick rear-ends or take names. I fix things." He believes that care and consideration for the soldier will do a lot more than abrasive orders and meaningless duties.

CSM Collin Younger

Younger believes that NCOs must help young soldiers understand their roles and plan their future careers. "Young soldiers don't have that kind of insight into the system. We've got to give them the assistance and guidance they need," he insisted. "Taking care of soldiers — that's the most important thing to me."

Braatz Named Top USAR Retention NCO

SSgt. Margo Braatz, retention NCO of the Army Reserve's 757th Transportation Bn. (Railway), 425th Transportation Bde., West Allis, Wis., has been selected as U.S. Army Reserve Retention NCO of the Year for 1988.

Braatz was named Army Reserve NCO of the Year by Fourth Army enroute to her national honor.

According to Braatz, her goal is to "make every unit member a career soldier." She attends Marquette University, majoring in engineering. Braatz is using the Army Continuing Education System (ACES) to further her education.

SPECIAL FEATURE

The Army Reserve NCO Corps:

A Ten-Year Pilgrimage to 'Best Qualified'

By CSM Douglas E. Murray
Command Sergeant Major
Office Of the Chief, Army Reserve

If you could taste pride and dedication, you would be tasting the tradition of the citizen-soldier who serves in our United States Army Reserve.

In this issue of *Army Reserve Magazine* you will witness the pride our Chief, Army Reserve, MG William F. Ward, and I have in the Army Reserve's noncommissioned officer corps. The USAR NCO Corps, a vital partner in the Total Army NCO Corps, is filled with dedicated Americans involved in our national defense.

From corporals to command sergeants major, the USAR NCO is better trained today to lead, train and care for our soldiers than ever before in our 81-year history as a major component in the Army's total force.

This issue of *Army Reserve Magazine* contains several articles about NCOs, written by NCOs of the Army Reserve. Each article covers a specific area or era of the NCO Corps, in support of the 1989 Army Theme: The Year of the NCO.

New Policies for NCOs

During the 1980's, the Army Reserve's senior personnel managers — officers, NCOs and Department of the Army civilians — have been judiciously and systematically transitioning enlisted personnel management policies from outdated programs that fostered only *fully* qualified principles, to an enlisted personnel management system (EPMS) that is carefully linked with the Noncommissioned Officer Education System (NCOES). Now, our Army Reserve has broader career opportunities for the *best* qualified soldiers.

Moving into this enlightened era has not been easy for those who lived under the older concepts of "best buddy" or "good ole boy" that permeated our force. That is not to say that our Army Reserve did not have topnotch NCOs in the '60s, '70s and early '80s. The new policies, however, mandate that all soldiers have a fair and equal opportunity to be successful based on their own professionalism, their tactical and technical proficiency and their willingness to compete for career progression opportunities in their geograpical area.

The Army Reserve's senior personnel managers began the enhancement to EPMS through long and often tedious staffing actions with the field and DA staff in the late-1970s and early '80s.

New Trends In NCO Personnel Management

The Army Reserve Troop Program Unit (TPU) Vacancy Promotion System implemented March 1, 1988, is designed to select the very best soldiers for promotion. The boards are geographical in nature, so all eligible soldiers can compete for promotion without regard to their unit of assignment. That option has not formally existed in the USAR under previous promotion systems.

The geographical board concept opens up promotion opportunities, reduces stagnation and provides upward mobility potential that did not previously exist on an equitable basis for all soldiers.

Of course, if the soldier doesn't wish to leave his or her unit of assignment to get promoted, they can wait for positions to open up in their unit. Then they can compete, on a best-qualified basis, for promotion with their geographical peer group in their PMOs for a vacancy in their unit.

Success with this program is growing as promotion boards all across the Army Reserve are successfully fulfilling the spirit and intent of the new regulation. Operational problems have been solved by the policy folks and the efficiency of the system is improving.

The Army Reserve is well on its way with a promotion system, linked with the NCO Education System, that will deliver a better qualified USAR NCO Corps into the next century to serve the Army and the nation.

AGR Promotions

The AGR promotion system has been a best-qualified system for several years and is based upon projected requirements in the primary MOS of serving soldiers. To assure that the promotion system serves its purpose in the AGR program, it is necessary to stabilize the AGR models, align the force (match PMOS of soldiers with their duty positions) and automate the management system so that projected vacancies can be identified.

NCOES is a vital part of the eligibility criteria for AGR promotions. The Full Time Support Management Center (FTSMC — formerly ARPERCEN's AGR Management Directorate) is working toward a PMOS/DMOS aligned force. It is about 90-percent complete in implementing an AGR Management Information System developed under the direction of OCAR, and is anxiously awaiting AGR model stablization effects.

Years of Service Program

In order to effectively reduce potential stagnation in the NCO corps and provide upward mobility, the USAR leadership initiated a Years of Service (YOS) program in 1981.

This program required NCOs who reached certain levels of total service at specified grades to transition from the TPU to the Retired Reserve or the IRR. While the numbers of NCOs affected each year by this program are small, it nonetheless is performing its intended purpose.

A similar program for AGR soldiers is currently under review. AGR NCOs can serve to age 60, causing a stagnation that is proving unhealthy in the management of that force. By implementing a YOS program for the AGR NCO Corps, our USAR NCO Corps policies will parallel the active component.

NCO ER

The Noncommissioned Officer Evaluation Report (NCO ER) is a new evaluation tool, developed by input from all components, and is a welcome change in how we evaluate our NCO Corps.

Emphasizing duty performance and a set of values easily understood and practiced, this new NCO ER virtually eliminates the numerical inflation of our previous report. The NCO ER utilizes "bullet" comments instead of language that sounded like narratives for the Legion of Merit, and is undergirded by an effective counseling support system to which the rater and rated NCO can easily adapt.

As we go to press, the entire Army Reserve is evaluating under the new NCO ER system. How well we are doing only each of you can tell.

Command Sergeant Major Program

Early in the 1980s, the Army Reserve leadership recognized that severe stagnation existed at the top of the NCO rank structure. Command sergeants major were piling up as many as 16 years in the same position. This situation had become so serious that a four-year tenure was decreed, commencing in January 1983. That meant that those serving CSMs could continue to occupy their current position until 1987.

In January 1987, the Army Reserve experienced its first structured CSM reassignment for approximately 60 percent of the program participants. With that rotation of the senior NCO Corps behind us, a revised CSM management program was put into effect in November 1987.

The revised CSM program, like the promotion system, shifted emphasis from fully qualified to best qualified. Further, it provides for all eligible soldiers in the geographical area to compete for projected vacancies at brigade/group levels and below. Major U.S. Army Reserve Commands have CSM positions which have been designated nominative in nature. This means those commanding generals may select the CSM that will serve with them.

Despite a one-year early notification and dozens of training seminars on this new program, we have experienced some startup glitches. Nonetheless, the first DA CSM (Designee) selection board was successful, and this new competitive process will continue.

Readiness Issues

MG Ward, in his article for the Association of the United States Army 1988-89 Army Green Book, wrote about a host of initiatives the USAR leadership is carefully and methodically accomplishing as we continue to tackle the readiness issues of the Army Reserve.

These "fine tuning" actions cover the entire spectrum of managing a force of more than 600,000 men and women in uniform. Many of them are very important to Army Reserve NCOs.

Here are details on some of those initiatives:

MOS Qualification — Duty MOS (DMOS) qualification is a most critical element in personnel readiness, ranking alongside the element of retention. If a unit has a low DMOS qualification percentage, then training collectively to perform the mission will not be meaningful and productive. The unit will never be mobilization ready.

Noncommissioned officers in all grades must put existing programs to work to improve DMOS qualification. U.S. Army Reserve Forces (USARF) schools, specifically designed on-the-job training programs and Army Corresponding Studies programs are all available if attendance at an active component MOS-producing school cannot be managed.

Getting promoted in the USAR requires primary MOS (PMOS) qualification. The objective is to get the PMOS and DMOS aligned — each soldier should be fully qualified in his or her duty assignment.

NCOES — The Noncommissioned Officer Education System is designed to provide both the prospective and the serving NCO with a progressive education plan that takes the leader from primary through basic to advanced military education. NCOES is a formal effort linked with the promotion system to assure our NCO Corps is moving only the best qualified soldiers up its structure to the rank of master sergeant.

With the activation of our five regional USAR NCO academies, we expanded our training base. The academies are designed initially to provide the Primary Leadership Develop-

Sgt. Jennifer Teeter

ment Course (PLDC) and phase I of the Basic and Advanced NCO Courses (BNCOC and ANCOC). Then, as the MOS-specific portions (phase II) of BNCOC and ANCOC are fielded by TRADOC, they will be positioned to complement the USARF schools, and together meet the demand that exists not only in Army Reserve units but in the IRR for BNCOC and ANCOC instruction.

Another rationale for the five regional NCO academies was to return to the USARF schools some valuable time to provide soldiers the much-needed DMOS training. USARF schools, located in many communities around the nation and overseas, can be the single most important contributor to DMOS qualification.

AGR soldiers must take NCOES courses at the active component academies. This permits AGR soldiers to receive the full version of the course so they can be their units' "resident experts."

AGR soldiers are found in Army Reserve troop units for the sole purpose of providing mobilization readiness assistance to the unit and its members. They can only do so if they are as professionally developed as all other fulltime soldiers.

Functional Courses — These courses are designed to provide specialty training in functional areas ranging from drill sergeant school through the tank commanders' course, master gunners' course, master fitness trainer course, NCO Logistics Program, first sergeants course and strength management NCO course, to name but a few.

These courses run the same throughout the Army Reserve as they do in the active component. Some are requisite to the duty position, but none are required for promotion since the USAR promotes to the first three digits of the PMOS. All are important to performance of duty and all help those who need the courses to become more professional.

Sergeants Major Course is the senior service school for noncommissioned officers. This course, at the top of NCOES, is provided in both resident and non-resident versions and prepares the senior NCO for positions of greater responsibility, including promotion to sergent major and command sergeant major.

In the Army Reserve, the Sergeants Major Course will become a requirement for soldiers to enter the Command Sergeant Major Program in FY 1992. Now is the time for those who are eligible to consider attendance.

AGR soldiers must be SMC graduates by FY90 to be considered eligible for promotion to sergeant major.

The USAR currently has 25 resident seats per class (two classes are conducted yearly) and 102 corresponding studies seats per year.

Looking To The 21st Century

The Army Reserve has made significant strides in the last nine years to increase the professionalism and career potential of its NCO Corps. We will enter the next decade fine-tuning these excellent programs. As today's serving command sergeants major develop the NCO Corps, building a line of succession throughout the ranks, the Army can be proud of the USAR NCO and the legacy we leave for those who will follow.

(CSM Murray has been OCAR Command Sergeant Major since January 1987. He has been a sergeant major since 1976, and became CSM of the 102nd ARCOM, St. Louis, Mo., in 1980. He entered the AGR program as CSM of ARPERCEN in 1984. Earlier, he served in units of the 102nd, 79th and 86th ARCOMs in signal and logistics NCO assignments. He is a member of the DOD Reserve Forces Senior Enlisted Advisors Council and the Sergeant Major of the Army's Major Command Sergeants Major Council, as well as serving as MG Ward's senior enlisted advisor.)

History and Heritage of the NCO

By SGM Robert A. Driggs and SGM Vern L. Conley

A unique American tradition can be traced back to 1636, when a militia ("minutemen") was formed by the Massachusetts Bay Colony. Unlike European countries with large standing armies, the Colonies had to rely upon the militia due to a shortage of manpower and economic constraints.

The militia concept was sufficient until the American Revolution, which required a larger full-time force. The formation of the Continental Army in 1775 was the beginning of a long and proud heritage for the noncommissioned officer corps within the United States Army.

The American NCO of this period, like the American Army itself, blended traditions of the French, British and Prussian armies into a uniquely American institution. During the Revolution, three NCOs received recognition for acts of heroism and were awarded the Badge of Military Merit. This award was the predecessor of the Medal of Honor introduced during the Civil War.

Little standardization of NCO duties or responsibilities existed in the early days of the American Revolution, until Inspector General Friedrich Von Steuben published *Regulations for the Order and Discipline of the Troops of the United States* in 1779. Although his six-page document had been expanded to 417 pages by 1909 to define duties, customs and uniformity, his regulations established the basis for NCO duties and responsibilities from 1779 to the present.

Von Steuben called the NCO the "backbone" of the Army; and the development of a strong NCO corps helped sustain the Continental Army through severe hardships to final victory.

From the American Revolution to World War II, the NCO received promotions from the regimental commander. In 1825, the first attempt was made to establish a systematic method for NCO selection. Although the regimental commander still had the authority to promote, the company commander made recommendations which were usually accepted.

Unlike officers, who were appointed due to political or social status, the sergeants were selected from the ranks based upon their performance. Entire careers were often spent within one regiment. If a soldier was transferred from one regiment to another, he did not take his rank with him.

Without permanent promotions of

individuals, stripes stayed with the regiment. It wasn't until 1940 that enlisted men could be transferred from unit to unit and retain their stripes.

During the expansion westward, small numbers of troops were stationed at frontier forts to assist in controlling the fur trade and assure that friendly relations with Indian tribes were maintained. The small, isolated posts changed the environment of Army life, requiring NCOs to take greater care and responsibility in the daily lives of their troops by inspecting for cleanliness and monitoring their activities. Punishment for infractions were often harsh, with floggings and even the cutting off of ears being among the sentences.

Joe Cordo

Insignia of Rank

During the American Revolution, NCOs wore epaulets to signify rank. Sergeants wore two red epaulets, while corporals wore one green. In 1821, the first reference to NCO chevrons was made by the War Department. A General Order directed that sergeants major and quartermaster sergeants wear a worsted chevron on each arm above the elbow; sergeants and senior musicians, one on each arm below the elbow; and corporals, one on the right arm above the elbow.

The chevron went through a series of changes during the 1840-1860 period. In 1847, the chevron was worn in the inverted "V"; in the 1850s, it was turned point down in the "V" and remained in this position until 1902. It was then turned point up and reduced in size. Clothing had become more formfitting and the 10-inch chevron of the 1880s would have wrapped completely around the sleeve of the 1902 uniform.

Technology played a large role in formulation of pay grades, the design of rank insignias, enlistment and the retention of qualified personnel. During the War of 1812, enlisted specialists such as engineer, medical, quartermaster and ordinance were created; however, the basic NCO rank structure remained the same until 1864.

The Civil War was the first of the modern wars, with the introduction of rifles, advanced artillery, the telegraph, the use of railroads in tactics, and tremendous medical requirements. By 1865, the demand for specialty ranks had increased to 29 enlisted categories.

In 1908, a new pay grade was approved for technical fields to compensate the level of knowledge required. For example, a master electrician in the Coast Artillery made $75-84 per month, and a sergeant of the Signal Corps $34-43, while an Infantry battalion sergeant major made $25-34.

During the late 1930s, technicians were created in the NCO ranks with chevrons marked with a "T." In 1948 they were discontinued but were later replaced by the specialist ranks in 1955.

Military tactics have evolved around technology. In the American Revolution, mass formations were used. One role of the NCO was as a "file closer." He kept the mass of troops together in formation by positioning himself to the side or rear of the ranks. As the line would open through casualties or disorganization, he would close the line.

During the Civil War, a much more open formation became necessary due to the introduction of rifles with effective ranges up to six times that of the earlier musket. As the formations became smaller, the role of the NCO became more important.

During World Wars I and II, trench warfare, maneuver tactics, urban fighting and airborne assaults further delegated leadership and training roles to the NCO. The Korean conflict was known as the "NCO's War"; as the objectives became smaller platoon sergeants and squad leaders were often responsible for reaching those objectives.

In Vietnam, with the extensive use of airmobile operations, the NCO became responsible for not only his men but for the security of the helicopter in the pursuit of an objective.

Since 1908, when the Army Reserve was organized, Reserve soldiers have played an important role in the mission of the U.S. Army. Today, with an ever-increasing demand for Reserve contributions, NCOs will have to meet new challenges, as in the past, through dedication to duty, acceptance of responsibility, and the desire to lead.

Individual responsibility of the current and future NCO will be that of a role-model and leader. With the continuing advancement in technology, an NCO must not only be competent in a military occupational specialty, he or she must be a student, teacher and leader.

Throughout American history — from Monmouth Courthouse, through the fields of Gettysburg, the trenches of France, the beaches of Normandy, the hills of Korea and rice paddies of Vietnam — the noncommissioned officer has been the "backbone of the Army." Although the theme of the Army in 1989 is "The Year of the NCO," every year since 1775 has been "The Year of the NCO."

(SGM Driggs is USAR Advisor to the Army Sergeants Major Academy, Fort Bliss, Tex. SGM Conley is an IRR soldier from Goddard, Kan. Information for this story was obtained from the Museum of the Noncommissioned Officer, Fort Bliss, and the Museum's director, Larry Arms).

Profile of the USAR NCO

By CSM Daniel E. Black
ARPERCEN

The NCO Corps can trace its beginning to George Washington's Continental Army — that formidable, ragtag, untrained army of citizen soldiers who gave us our independence and allowed us the many freedoms we enjoy today.

In training his Continental Army, General Washington engaged the services of Baron von Steuben, whose famous "Blue Book" was actually the first published rules and regulations of the Army. Many of these regulations stand today and, surprisingly, some of von Steuben's observations have also stood the ravages of time and are as true today as ever before.

The majority of those who served that first great army were there for obvious patriotic reasons. While the officers of the Continental Army were chosen or elected often because of money, education, political stature, etc., the enlisted soldier usually had very little money and little or no education or status in the community.

Noncommissioned officers were picked for their natural leadership ability. Some of them were bullies, and had proven themselves in former battles, some were mercenary soldiers from Europe who had served with von Steuben, but most were elected from the ranks.

The officers, who for the most part were the landed gentry and aristocrats of that period, had little or no contact with their enlisted soldiers. The day-to-day running of the army was left up to the "non-coms." In fact, Baron von Steuben noted that sergeants "conducted the drill and training of the troops." A long and glorious tradition had begun.

Since that time the military pendulum has swung to and fro several times. Beginning with that early citizen-soldier in the Continental Army, our military was built with an emphasis toward training the active duty soldier, with less and less thought being given to the citizen-soldier or the need for a reserve force.

The Reserve is Born

Because of manpower problems in the Spanish American War, the U.S. government began looking for ways to expand the Regular Army during wartime. The Army Reserve was born as a result of that movement, with the creation of a Reserve Corps of medical officers in 1908, followed in 1912 by the establishment of an Enlisted Reserve Corps (ERC).

The ERC was composed of former soldiers who wished to remain affiliated with the Army, but in a reserve status. The National Defense Act of 1920 combined the Officer and Enlisted Reserve Corps into the Organized Reserve Corps, a name which was to remain until after the Korean conflict, when it was officially changed to the Army Reserve.

Today, with the realization that the Reserve portion of the total force makes up more than 50 percent of the combat support and combat service support units within the Army, it must also be noted that the Army has a much different noncommissioned officer than it has ever had in the past. Today's Army Reserve NCO is educated, reasonably well paid for his or her military skills and leads with his or her brain rather than brawn. Like the NCO of von Steuben's era, today's NCO still has the responsibilities of "conducting the drill and training the troops."

Profile of Today's NCO

Approximately 92,000 records were screened from the data base of ARPERCEN to develop a profile of today's Army Reserve NCO. It was found that the average NCO in today's Army Reserve unit has at least 12 months of active duty.

The biggest and possibly most important difference from the old and the new, is the fact that almost 17 percent of today's NCOs are female. The average age of the female NCO is 24, while the average male NCO is 31. The combined average total age of the Army Reserve NCO is 30.

Today's average Reserve NCO through the rank of staff sergeant has a high school education. The average education level from sergeant first class through sergeant major is an Associate of Arts degree, or 14 years of schooling.

The military education of today's USAR noncommissioned officer follows the exact pattern of the education requirements of today's Army. The average sergeant has completed at least the Primary Leadership Development Course (PLDC); the average staff sergeant has finished the Basic Noncommissioned Officer Course (BNCOC); and the benchmark for sergeant first class through sergeant major is graduation from the Advanced Noncommissioned Officer Course (ANCOC).

As the military pendulum continues its swing toward reduction of active duty forces — with more emphasis being placed on the reserve components — our leaders should be able to rest easier with that decision, knowing that today's young Reserve NCO is so much better trained and able to carry out these additional responsibilities than his or her forefathers were capable of doing.

The reputation of the U.S. Army NCO was founded by Baron von Steuben and nurtured by "non-coms" who fought against each other in the Civil War, charged San Juan Hill with Teddy Roosevelt, went "over the top" of the trenches of World War I, and continued to lead and train troops for service in World War II, Korea, Vietnam and, more recently, Grenada.

The proud tradition continues today and, if history is any gauge, today's Army (our Army) is in much better shape, is better led and has better trained soldiers because of today's noncommissioned officer.

(CSM Black became command sergeant major of the Army Reserve Personnel Center (ARPERCEN) in March 1987. He has served in the Army Reserve or National Guard since 1963. He started his career as a company clerk; his subsequent NCO assignments have included platoon sergeant, first sergeant of an MP company, brigade operations sergeant and CSM of the 351st Civil Affairs Command, Mountain View, Calif., and 63rd ARCOM, Los Alamitos, Calif., where he became the Army Reserve's first fulltime (AGR) ARCOM CSM.)

(ARPERCEN, located in St. Louis, Mo., is a field operating agency of OCAR. Its more than 700 soldiers and 1,600 civilian personnel perform a wide variety of missions on behalf of Army Reserve soldiers.)

CONUSA Academies:
For the Future NCO Leader

By SSgt. James H. Ward

Thousands of reserve component soldiers now have the means to receive much of the same leadership training as their counterparts in the active component.

Thanks to the efforts of dedicated non-commissioned officers at each of the U.S. Army's five CONUSA headquarters, these future leaders receive quality training at one of five NCO academies spread out across the country.

According to the commandant of one of the academies, CSM Bettye Adams of the Fifth Army's NCO Academy, these schools give soldiers the chance to attend the Primary Leadership Development Course (PLDC) in one- or two-week sessions. They are designed to give junior soldiers the confidence to become first-line leaders.

The five academies are located at posts within each of the five Army regions. Fort Indiantown Gap, Pa., is the home of the First Army NCO Academy. Fort Benning, Ga., is home for the Second Army's Academy. The Fourth and Fifth Army NCO Academies are located at Fort McCoy, Wis., and Fort Chaffee, Ark., respectively while the Sixth Army Academy is at Camp Parks, Calif. (about 45 minutes from Oakland).

Each academy follows a centralized program of instruction developed through the Sergeants Major Academy at Fort Bliss, Texas. This means each soldier attending an academy will receive the same instruction as his or her counterpart at any other academy.

Long Day's Routine

The daily routine at each of the academies is virtually the same. Soldiers are up by 0445, followed by barracks cleanup. After each of the soldier-students is outside, the academy cadre leads them in a tough round of physical training. Then, for the soldiers who have enrolled in the 15-day program, there are up to eight hours of classroom instruction.

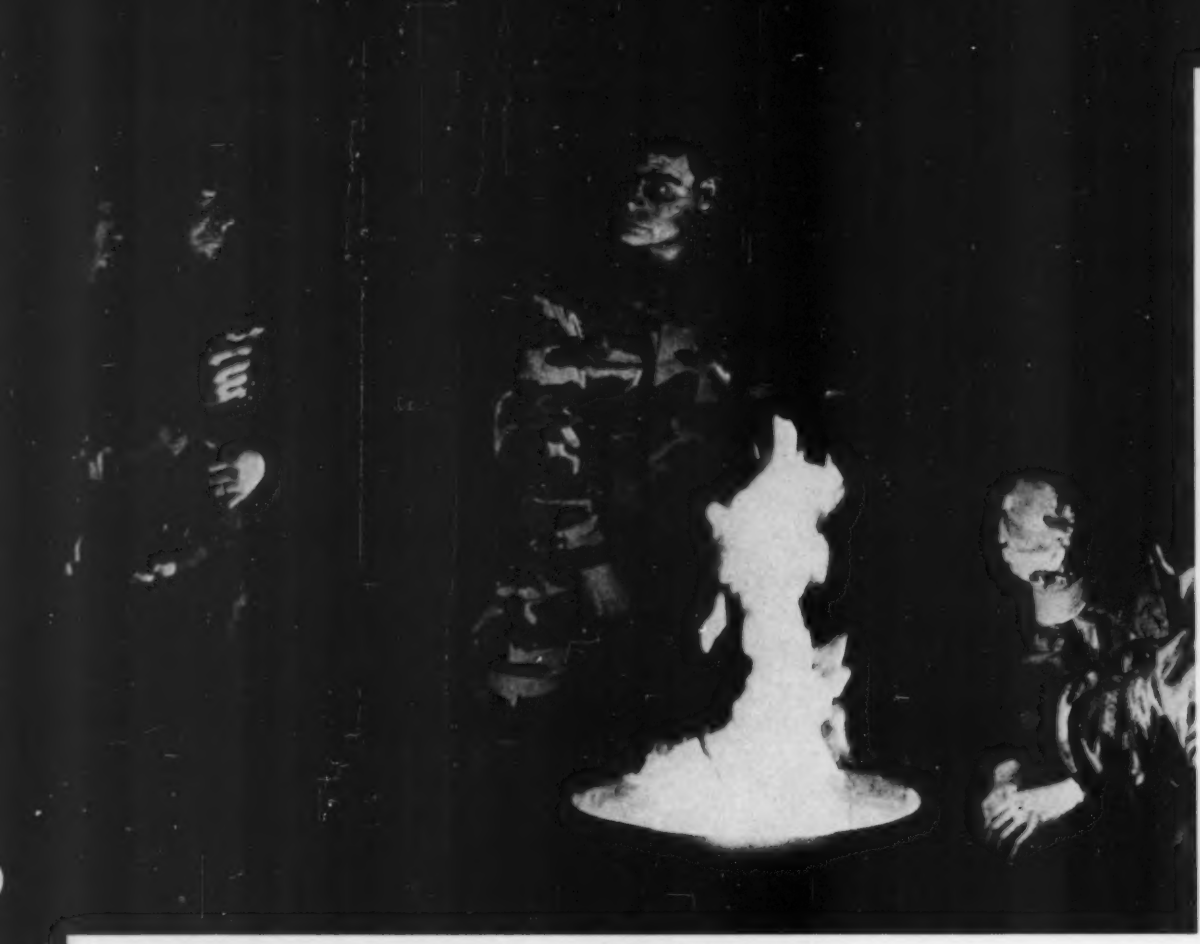
"The classroom portion includes principles of leadership, map reading, the responsibilities and authority of the NCO, problem solving, effective communication and military customs and courtesies," explained Adams. "All of these subjects are geared toward helping our young leaders get ready for increased responsibility.

Almost as important as the classroom work is the chance each student gets to hold a leadership position. This role-playing is designed to help students get used to the idea of leadership while still in the classroom mode. "We like to see just how well soldiers can adjust to new people and new situations. We provide each soldier with a lot of feedback during this phase, especially if we see he or she is having difficulty," Adams said.

Blended in with the classroom and leadership training is the practice of team-building. "History has shown that great units have one common ingredient. They

Academies
Continued on Page 18

Joe Cardo



PLDC!

When Army Reserve photographe
Army Primary Leadership Develop
Pa., she brought her camera along
of PLDC, from the inside: (Clockw
even in the field — for PLDC instru
gather around a fire to ward off t
Jennings, Sgt. Joseph Leitzel and
nings applies camouflage makeup
a field assault.

pher SSgt. Jennifer Teeter attended the First
opment Course (PLDC) at Fort Indiantown Gap,
ong. Here are some images of the field portion
kwise from left) The paperwork never quits —
tructors like SFC Kenneth Drehmer . . . Troops
f the chill night: (standing, from left) Sgt. Clive
nd Spec. Thomas Wendland . . . Sgt. Clive Jen-
up . . . Sgt. Kevin Carr deals with brush during

Academies

Continued from Page 15

all have the ability to work as a team — quickly. The more we can help each student build this team, the more he can learn from his experience at the academy," the sergeant major said.

Second Week In The Field

The academy training cycle is divided into two parts. The classroom portion encompasses the first week, while the field portion starts on the eighth day. Soldiers who have completed the classroom block during weekend drills arrive for the second week.

"I've seen some students who are pretty sharp, in an academic way. They catch on to what's been thrown at them, while others are are little slower," Adams noted. "Then, when it comes to the field portion, the reverse might be true. That's where this team-building comes in. The stronger soldiers are encouraged to lend a hand to the weaker soldiers in their squad or classroom. In that way, both groups come out ahead," she explained.

"The main thing we try to do for the students while they are here is to show them the correct way to perform actual NCO tasks. We realize that things might be slightly different back at their units, but most of what we tell the students has worked in the past, regardless of the type of unit the soldier is in."

SSgt. Rich Staley

The class size varies from around 60 to 200. This gives the staff of full-timers, 179-day staff and the 17-day annual training staff enough to handle.

For her part, Commandant Adams, a veteran of more than 20 years of service, works 15-16 hours a day. "I want my staff and each student who walks into the academy to know that, as a non-commissioned officer, I am obligated to be there for them," she emphasized.

The same can be said for the staff at each of the other four academies. The days are long, the duty is tough, but the fact that soldiers leave the academy better able to fill leadership positions back at their units is rewarding.

(SSgt. Ward is with the Fort Chaffee Public Affairs Office.)

PLDC — A Soldier's Story

By Sgt. Marcus F. Montoya

Sunday morning — my first full day at Primary Leadership Development Course (PLDC) at the Fifth Army NCO Academy, Fort Chaffee, Ark.

Like all other junior enlisted soldiers, I had to complete this two-week course before I could be promoted to staff sergeant. I knew I would begin two weeks of hard work and intense learning the moment my feet hit the floor.

I also knew that my feet should hit the floor before a member of the cadre saw me lying there. With a grunt, I climbed out of bed — carefully, I didn't want to ruin my "hospital corners."

Soldiers from every branch and type of unit attend PLDC. "The course is designed to integrate all soldiers and have them train on core tasks," according to SFC Robert L. Graves, who has been first sergeant of the Academy for 2½ years.

"The soldier who excels is the one who wants to meet and exceed the requirement. That soldier could be a mechanic or a clerk. Recent honor graduates have come from a wide range of backgrounds and job specialties. We have asked the units to send the best possible candidates for promotion, regardless of branch, and they seem to be complying," Graves said.

At the beginning of the two weeks of PLDC, the soldier becomes part of a learning group of about 10 students. It is essential that comunication and teamwork be established quickly within the learning group, or the entire PLDC experience will be more difficult for all of the group's members.

Academics

The first week of PLDC is spent, literally, in the classroom. Instruction begins at 0800 hours and, with a break for lunch, ends at 1700 hours. After dinner, a mandatory study hall lasts from 1800 to 2000 hours.

The instruction is based on a ratio of one instructor to six students. "We bring in additional cadre in the summer in order to keep the one-to-six ratio, but the quality of instruction and attention given to students remains consistent throughout the year," Graves said.

The curriculum is based on the guidance of the Sergeants Major Academy. Individual courses include leadership styles, personal and performance counseling, fundamentals of training, problem solving and decision making, effective communications, human behavior and motivation and map reading.

Three tests are derived from these subjects, with the student having two days at most to prepare for each exam. Scores of 90 percent or above qualify the student for the commandant's list and a score of 95 percent or above qualifies a student for consideration as distinguished honor graduate.

It helps to become familiar with the material before attending PLDC. It is not necessary to cram for weeks, but having some of the acronyms, concepts and lists committed to memory will gain the student valuable time for other purposes.

Among the materials recommended for reading and review are FM 22-6-20, the *Army Noncommissioned Officer Guide*, and those sections of FM 22-100, *Military Leadership*, dealing with the 11 principles of leadership, the six attributes of military leadership and the professional army ethic. FM 22-100 also covers human needs and motivation, the steps to problem solving, communication and some performance counseling.

The best sources of information are soldiers who have recently completed PLDC. In addition to valuable insights about the way the course is conducted, they will likely have study materials and notes that the prospective student can review. Talking to recent graduates is an excellent way to determine potential problems and corrective action when preparing for the course.

The Field

After the first week of academics, the second week of PLDC shifts to field training that emphasizes infantry tactics at the squad level and core tasks.

The major field subject is map reading. There are two land navigation courses: a day course, run by the individual student; and a night course, run the students teamed in pairs.

Reality is stressed in the field phase. The students conduct missions as if they were an infantry squad at war. It is the complete opposite of classroom training. According to Graves, the goal is "to train the way we should fight."

There is one aspect of PLDC at the Fifth Army NCO Academy that is not found at the other NCO academies. Some soldiers complete the academic portion of the PLDC at a reserve school before reporting to the academy for the field phase of the course. These "eight-day" students are integrated into the regular 15-day program by imagining them to be replacements in a war situation.

You and PLDC

During the two weeks of the course, each student will be appointed squad leader, platoon sergeant or platoon leader at least once. Not only must the student leader be at the right place at the right time, but he or she is responsible for the actions of those being led as well. The student leader must maintain accountability; correctly pass information and orders; and supervise the implementation of orders, directions and march formations.

Grading is not based on rank structure, but on the accomplishment of the individual in some areas and as a productive member of a team in others. A specialist has the same opportunity to excel as a sergeant.

Indeed, the minute a student enters the academy area, the title of "sergeant" is applied, regardless of actual rank. The only distinctions made are between students and cadre, with appropriate designations for student leadership positions.

It is essential that the student check the bulletin board frequently: the information constantly changes and the student is held responsible for all of it.

Last Day

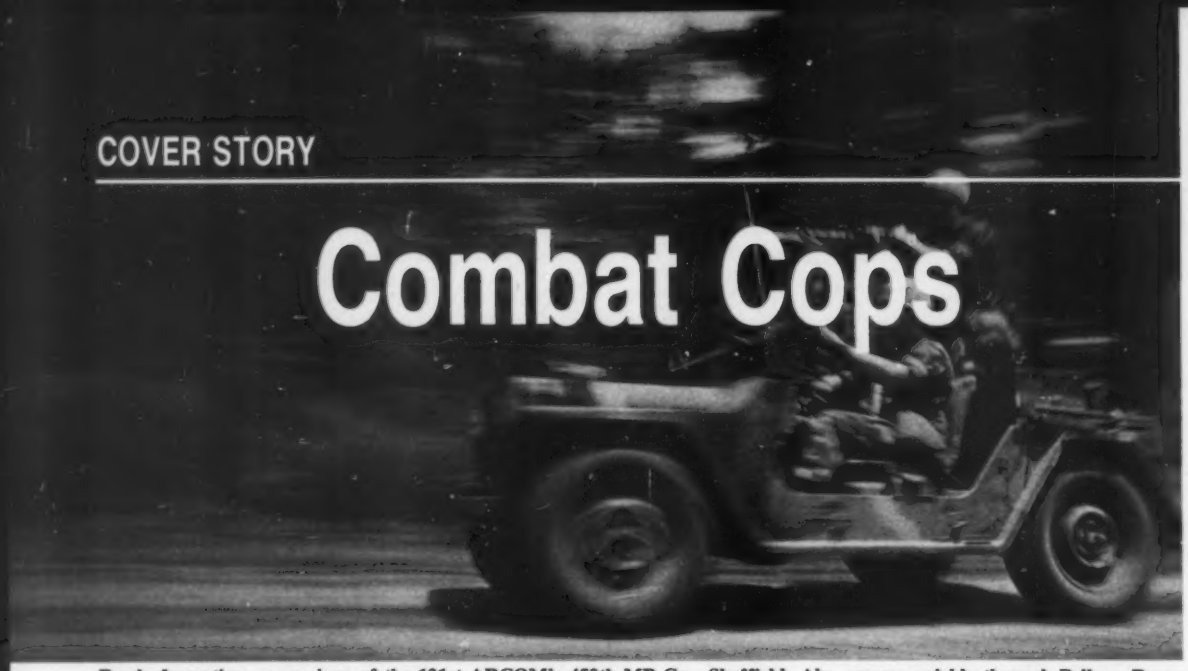
It was a hard two weeks. PLDC was intense and demanding. It was my first AT after five years of active duty. I had reported with some apprehension, but confidence that I would do well.

As a legal specialist in a class made up largely of combat arms soldiers, my approach was to be the best hard-charging, motivated soldier that I could be. If you do the same, PLDC will be a rewarding experience and a positive first step toward becoming a senior NCO.

(Sgt. Montoya is a legal specialist with the 210th JAG Det., Albuquerque, N.M. He was the distinguished honor graduate of his PLDC class.)

SSgt. Jennifer Teeter

Combat Cops



Ready for action, a gun jeep of the 121st ARCOM's 450th MP Co., Sheffield, Ala., moves quickly through Pelham Range at Fort McClellan, Ala.

Army Reserve photos by Capt. John Florence

By Capt. John Florence

Sgt. Dwayne Price had been fighting elusive aggressors and sometimes winning. He'd also been battling fanatical chiggers — and always losing.

For two days and nights, Price and the other military policemen of the 450th MP Co. had criss-crossed Fort McClellan's Pelham Range. They bounced along rough, dusty trails in gun jeeps, then at other times moved like shadows, quietly slipping through the Alabama woods on foot.

A squad leader, Price was at Pelham Range with his Sheffield, Ala., unit for annual training.

Reservists in the 450th don't fit the stereotype of garrison MPs in starched uniforms, white gloves and designer sun glasses.

Dust-caked BDUs and faces streaked with a greasy mixture of dirt, sweat and camouflage paint testified that these 21st ARCOM soldiers were combat cops. In the 450th, going to work means strapping on load-bearing equipment, grabbing an M-16 and heading to the field.

The 450th's commander explained why his soldiers weren't spending their AT gussied up in Class A uniforms, directing traffic through Fort McClellan's main gate.

"We react to hostile troops behind the front line," said Capt. Walter Bennett. "Basically, our mission is to provide combat support at corps level. That's the purpose of this AT, to practice those missions."

Standing inside a crowded GP-small tent serving as his operations center, Bennett unhooked his helmet chin strap and spoke in a relaxed, thoughtful manner.

"Doing typical garrison duties is one of our missions, but it's way down on the list," he said. "Our real mission is to be working in the corps rear area to control roadways and supply routes, escort convoys and provide escorts and security for VIPs."

The muscle of Bennett's unit is the three-soldier gun-jeep team. For many of Bennett's MPs, that meant the world at

Aggressor troops get a burst of M-60 machine gun fire from Spec. Anthony Blancett.

Army Reserve 2nd Lt. David Weiss listens intently to monitor radio traffic calling for artillery support.

Pelham Range shrunk to whatever was visible through the mud-splattered windshield of a moving jeep or the jerky view from behind a deep-throated, jack-hammering M-60 machine gun.

Several miles north of Bennett's camouflaged command post, one of those mobile teams chugged back into their platoon bivouac site.

Sgt. Price, jeep driver PFC Shane McDonald and machine gunner Spec. Anthony Blancett had been scouring nearby roads searching for a gun-jeep team ambushed earlier and reported missing. They found no trace of the missing Reservists. Now Price and his team hoped to relax long enough to catch their breath and spoon down some MREs for a late lunch.

After reporting in, the buck sergeant leaned against the hood of his gun-jeep, shaded from the burning sun by tall Alabama pines. His face was camouflage painted in a precise jigsaw pattern and the M-16 propped on his hip had the appearance of a well-maintained weapon.

His eyes bloodshot from lack of sleep, the sergeant from Cherokee, Ala., was dirty, tired, hot and happy.

"I really like this, being in the field. I take it seriously and do it 100 percent," Price said. "I'd rather be out here than in the reserve center any day."

Nearby, squatting on the ground under a canopy of camouflage netting, was platoon leader 1st Lt. Mark Crumpton.

A deputy sheriff in civilian life, Crumpton said the platoon had been up all night practicing advance party responsibilities for a night convoy.

"We move in tactically, sweep where the arriving unit will be and put up a defensive perimeter," Crumpton explained.

Training at night had its good points and its bad points, Price said.

"One thing is that it's a lot cooler than working during the day. That's nice. But it's tricky," he cautioned.

"You really have to go slow. Everything takes longer. You have to pay attention to every little thing."

The platoon radio crackled and a call came to Crumpton about a VIP escort mission. Price, Blancett and McDonald got the nod.

Price climbed back into his dusty jeep, positioned his rifle across his lap and took a long look around the bivouac site.

It's great out here," he said. "If you can keep the chiggers off, you're all right."

(Capt. Florence is in civilian life, media relations officer at HQ Second Army, Fort Gillem, Ga.)

Bivouac security is the mission for a foot patrol made up of (from front) Pvt. 2 Mike Brown, Sgt. James Gill and PFC Danny Williams.

Fuertes Caminos '89

By Capt. Mark Zimmer

The dust drifts around equipment. It seeps into every pore of the skin, and penetrates the lungs. Even the sealed rims of the bottles of soft drinks the Honduran children sell around the construction site are ringed with it.

The hot air is full of smoke which hangs in the valleys and hampers the helicopter pilots' visibility. Night and day, hundreds of fires burn unattended, leaving a white ashen powder in their wake as farmers burn brush from land when they want to plant crops.

In this climate, Fuertes Caminos '89 continued to push the road through the heart of Northern Honduras. It is a continuation of a four-year effort to upgrade and extend a road which carries the traffic of the Yoro region. Villagers, horses, cows and other domestic animals, as well as vehicles, use the road. Carts and trucks carry vegetables, fruits, wood, limestone and other local products to markets now connected.

The new, two-lane dirt and gravel road, when all the sections are completed and upgraded, will run about 66 kilometers through unforgiving and mountainous terrain. It will replace or supplement a myriad of foot and hoof paths which traverse the area. The new thoroughfare has already provided the local residents with better access to medical care and opened communication with the rest of the country.

In addition to constructing new roads, the Honduran and U.S. engineers are working together to repair and construct a multitude of culverts and bridges and generally upgrade the road infrastructure already in place. Stone had to be dug out of the mountains and crushed to support the various road networks.

The Honduran government provided fuel and materials required for much of the road construction as well as security support for the exercise. One of the great success stories of this project was the cooperation of the Honduran troops with the Army Reservists, Guardsmen and active component soldiers from diverse regions throughout the United States.

The demand for Army Reservists who spoke Spanish was great during the exercise. Interpreters were not only needed for the construction projects, but also to

Spec. Larry Bisson, 486th Engineer Co., Muskegon, Mich., checks out an earth mover during the Honduran road-building operation. "This road is helping Hondurans compete with the developed countries," Bisson noted. "Without the Army Reserve, it would have taken a lot longer to accomplish what's been done."

Army Reserve photo by Ed Eckstein

Sgt. Jennifer Sylvie, 12th Med. Det., Beloit, Wis., makes friends with a reticulated python, used to help understand how to treat Honduran animal diseases, bites, etc. "It's so exciting to be in a foreign country, meet the people and feel as if my presence is really worthwhile," she noted.

Army Reserve photo by Ed Eckstein

work with the Hondurans on the medical and humanitarian training exercises, and to purchase supplies on the local economy.

A Tale of Two Cities

Two base camps were established for the 1989 exercise: Task Force 16 (Camp Castle) and Task Force 164 (Camp Dakotah). They were separated by a gritty 1½ hour drive through the rugged mountains (or a 10-minute helicopter ride). Each camp was self-contained and responsible for different sections of the road project.

Before the exercise could begin, these camps had to be carved out of the wilderness and readied for an onslaught of more than 10,000 Reservists who passed through the two settlements.

TF 164 was erected by troops from the National Guard's 164th Engineer Group, Bismarck, N.D., in only 25 days. This mini-city was constructed on a relatively flat area covered with five-foot high vegetation. Designed to house 750 soldiers, the base camp provided the neces-

MSgt. Jorge Gomez, 173rd Med. Gp., Chicopee, Mass., interprets for a Honduran child with a sore leg. He is originally from the South American nation of Colombia, but now works for the University of Massachusetts.

Photo by SSgt. Christopher Dries

Continued on next page

Spec. Theresa Patterson (foreground) and Spec. Tracy Harrison prepare their 5-ton tractor-trailer rigs for another haul through Honduras. Members of the 758th Maintenance Co., Columbus, Ohio, they hauled everything from luggage to heavy equipment during their Fuertes Caminos tours.

Photo by Sgt. Mike Simpkins

Honduras

Continued from Page 23

sary services such as shower points, bath points, mess facilities and security for its residents. It is expected that, if there is an exercise in 1990, this camp site will be used again.

TF 16 was also an engineering marvel, constructed in somewhat closer quarters. It was in a valley, but at a higher elevation than TF 164. It was occupied by a variety of units from Ohio's 83rd ARCOM and the Ohio Army and Air National Guard, as well as the Active Army. The quarry which provided gravel for the road building operated out of TF16, and there was a separate terminal transfer point which not only supported the base camp but also Air Force building projects throughout Honduras.

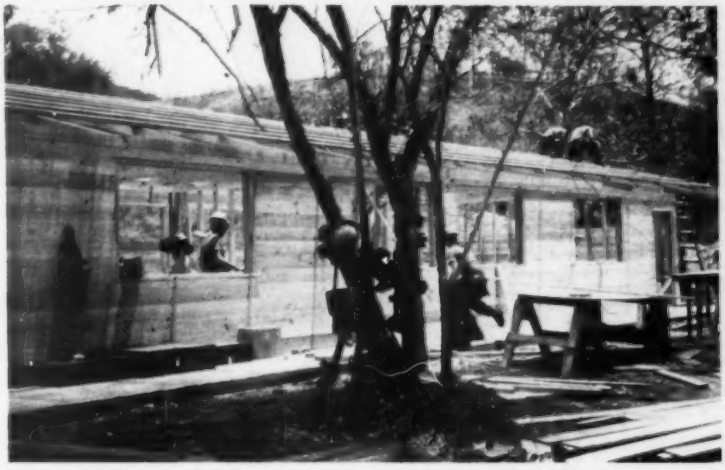
"We Care"

The medical elements of the task forces provided vital medical care, ground and air evacuation, 48-hour patient holding, emergency dental care, veterinary food inspection and preventive medicine programs to the exercise participants. TF 164 was host to the first overseas setup of one of the latest Deployable Medical System (DEPMEDS). It was a very successful test of the ultra-modern modular hospital.

The medical group made a big impact on not only the surrounding villages but also on many remote ones serviced by the Medical Readiness Exercises (MEDRETES). Working with the Honduran Ministry of Health, medical teams went to where they were most needed, providing medical, dental and veterinary teams to areas where such care is virtually unattainable.

A grader works on the Fuertes Camino '89 road project near Camp Dakotah.

Army Reserve photo by Capt. Mark Zimmer



Army Reserve and National Guard soldiers, most from North Dakota, build a school building in a village near Camp Dakotah.

Army Reserve photo by Capt. Mark Zimmer

The Honduran villagers benefited from medical care and access to medicines previously unavailable. The Army Reserve medical personnel had a chance to treat diseases and injuries unseen in the United States. In many cases villagers traveled many hours by vehicle or on foot for treatment by the U.S. medical teams.

The veterinary teams included specialists from various medical units, and they even tapped other soldiers with a farming background or those interested in animals to help. Honduran veterinarians sometimes worked with the U.S. teams in the field, sharing their knowledge and experience in working in the tropical environment. The Honduran farmers, who depend on their animals for their livelihood, greatly appreciated this assistance.

Humanitarian and civic action projects in the Yoro region provided both immediate and long-term assistance. Schools were built or repaired, and a clothing and school supply drive distributed more than 0 tons of items collected from armories in the United States. Chaplains and civil affairs units spearheaded these drives.

Improved programs of hygiene, well-drilling projects and the upgrading of water supplies were some of the additional activities Reserve soldiers, working with local officials, were able to accomplish. The monetary impact of the soldiers on the region was hard to measure but the exercise did provide employment to local Hondurans and pumped needed capital into the economy.

The beginning of the summer brought the end of Fuertes Caminos '89. The tent cities were packed up and all of the construction equipment thoroughly cleaned, serviced and transported to the port of Castilla and shipped back to the United States. The rainy season in Honduras, which lasts from the end of May to November, will severely strain the new roadbeds, culverts and bridges and may provide the ultimate test of the new road.

Sgt. Joan Flanagan, 1001st Field Service Co., Chillicothe, Ohio, checks water level in a 3,000-gal. collapsible tank at Camp Castle.

Photo by SSgt. Sandy Gregory, Miss. ARNG

LETTERS

LES Story Corrections

Sir:

See Issue 1/1989, *Army Reserve Magazine*, page 19.

You got you U's and Q's mixed up.

TPC Q is a pay status.

TPC U is a non-pay code.

1st Lt. C. Barker
Maysville, Ky.

Sir:

I would like to congratulate SFC Dolores Esch on her article covering the Leave and Earning Statement (LES) in Issue 1/1989. There are many individuals who do not know how to read the LES.

My only comment is that in her sample LES, she has the wrong dollar amount in the Net Pay Due box. She is showing the total entitlement instead of the net amount after deductions.

CW4 Robert D. Karcher
Oakdale, Pa.

USAR Retirement Pay and Social Security — Chapter 2

Sir:

The letter and response regarding retired pay and social security found on page 26 of Issue 1/1989, *Army Reserve Magazine*, prompted several telephone calls to the Reserve Officers Association expressing concern that service in the Reserve would cause a reduction in a Reservist's social security benefits.

In view of the concerns that have been expressed to ROA, we would like to assure members of the Reserve that Reserve service and Reserve retirement, in and of itself, does not cause a reduction in the social security benefits that the Reservist is entitled to upon reaching age 62. In fact, if the Reservist is not at the social security earnings ceiling in his or her civilian employment ($48,000 for 1989), Reserve pay will result in an increase in the social security benefit the Reservist will eventually receive.

Apparently what the letter writer had heard about was the so-called "Windfall Benefits" provision, which does reduce social security benefits for workers who are entitled to a pension based on work not covered by social security (such as federal civilian employment) but who have also worked long enough in a job covered by social security to be entitled to benefits.

The Windfall Benefits provision applies principally to federal civilian servants under the old Civil Service Retirement System and to certain state and municipal employees who were not under the social security system.

I hope that this explanation relieves some of the concern that has been expressed regarding Reserve retired pay and social security and that no one will fail to enlist or reenlist in the Reserve because of the mistaken impression that his or her Reserve service, in and of itself, will cause a reduction in their social security benefit.

Col. C.J. Lively Jr.
Dir., Retirement Affairs
Reserve Officers Assn.

(We had also received many letters and calls regarding this situation, and thank Col. Lively for his letter.)

Kudos, With Comment

Sir:

"Kudos" to you for the informative *Army Reserve Magazine*. Since joining the ranks of the IMA, I have come to rely on you as a much needed source of information about changes in the Army Reserve, hence I have come to appreciate the magazine even more than I did in the past.

In the Letters to the Editor section of Issue 1/1989, the word "kudo" appears above a letter of praise to your magazine. The word is "kudos," derived from the Greek meaning praise, and it is singular in spite of the "s." This is a common mistake, which in your case did not accord you all the praise you deserved by omitting the "s."

Keep the information coming.

Lt. Col. Francesco R. Castellano
Medford, Mass.

Keith L. Ware Award Winners

Sir:

Your Issue 1/1989 contained a short piece announcing Army Reserve journalist winners of 1988 Keith L. Ware awards.

We would like to point out that Army Reservists of HQ Third U.S. Army, with the support of Reservists from the 314th Press Camp Headquarters, Birmingham, Ala., and the 356th Public Affairs Det., Fort Meade, Md., took second place in the Ware category for "Special Issue of USAR/ARNG Newspaper."

Despite the harsh, bare-base conditions they had to work under in the Mojave Desert, these Reservists managed to produce a first-rate command information paper, the *ARCENT Eagle*. They took justifiable pride in their work and award.

Third Army is a deployable theater army which is the Army component of the U.S. Central Command. Third Army is not a CONUSA, although it is home-based at Fort McPherson, Ga. Third Army is also unique in that two-thirds of its members are Army Reservists and one-third are active duty soldiers.

Maj. Clarence S. Sanders
Deputy Public Affairs Officer
Third U.S. Army
Fort McPherson, Ga.

(The Army Reserve role in Third Army's prizewinning entry was not clear from the material we orginally received on the awards. Our congratulations to all the Third Army journalists who contributed.)

Post Facilities

Sir:

My question relates to the use of the recreation facilities on post. What is the requirement for being able to use the swimming pool, theater and gym? I would also like to know under what conditions could my family use these facilities?

Gary A. Thornton
New Orleans, La.

The local commander has a great deal of flexibility in regard to use of such facilities, within guidelines spelled out in AR 215-2.

A pending change to the AR gives Reservists higher priority for the use of "non-commercial" fitness facilities, and should expand opportunities for Army Reserve soldiers to take advantage of such facilities.

We suggest you contact the Special Services Office at the installation to determine the local ground rules.

Oldest Airborne Rookie

Sir:

In reading Issue 1/1989, I read the article on the oldest person ever to complete the Airborne course at Fort Benning (MSgt. Max Gee, at age 55).

In December 1988, Col. David P. Minichan Jr. of Roanoke, Va., completed the Airborne course at Fort Benning. He was 58 years old and six weeks away from his 59th (His birthday is Feb. 1, 1930).

I know this because he is my husband.

Mrs. David Minichan
Roanoke, Va.

Information Sources For Unit Awards

Sir:

In Issue 1/1989 of *Army Reserve Magazine*, there was a notice on page 26 to write to the Center of Military History to obtain historical information concerning unit awards.

We would like to correct that notice. It is assumed that what you meant by "historical brief" is an organization's official Lineage and Honors Certificate, but the information contained on that certificate will not necessarily help someone ascertain what awards he or she is authorized.

Unit decorations are shown on Lineage and Honors Certificates, but neither the dates of the awards and nor the orders announcing the awards are cited. Not all decorations are listed on certificates. For example, those awarded separately to platoons or detachments of companies are not included. Also, this office does not prepare certificates for many types of units.

When people ask us for information concerning awards they are authorized, we refer them to the U.S. Total Army Personnel Command, ATTN: TAPC-PDA, 200 Stovall St., Alexandria, VA 22332-0471. That agency has published two pamphlets listing unit decorations: DA Pamphlet 672-1 and DA Pam 672-3.

Until recently, this office responded to such requests with detailed letters, citing the orders and giving the dates of all decorations awarded to most units. Our staff has been reduced, however, and official requirements have increased. Therefore, all current unofficial inquiries are being answered with postcards stating that we cannot answer such questions for the foreseeable future.

I regret that we cannot be of more assistance to our soldiers, but until resources permit, we will be unable to respond to individuals' requests for information concerning unit awards.

Lt. Col. Clayton R. Newell
Chief, Historical Services Div.
Center of Military History
Washington, D.C.

(We heard from quite a number of DA Pam 672-3 fans as well as Lt. Col. Newell. Titled, Unit Citation and Campaign Participation Credit Register, *DA Pam 672-3 is reportedly available in microfiche format and should be maintained by every unit personnel section. Similar publications are maintained by the other branches of service.)*

Two Comments

Sir:

I would like to comment on two articles in Issue 1/1989.

In the article "Reserve Soldiers March in Bush Inaugural Parade," the soldiers marched in "pressed BDUs and highly shined black leather boots." The BDU and field boot are field uniforms and for fatigue usage. I do not think the field uniform and boots should be used when a dress uniform is more suitable or shows more respect; i.e., marching in parades and in a formal office atmosphere.

Highly shined black field boots are out of place and useless in the workplace or the field. Clean and well oiled boots are what is needed. Why the World War II combat boot with the two-buckle top flap is not acceptable anymore is beyond me.

On page 15, "The Drink that Refreshes," I suggest that, if the "electrolyte-glucose oral rehydration solution" is approved for use, that it be made into a powder and put in the MRE (Meal, Ready-to-Eat) in place of the salt packet, which is rarely used.

The magazine does an excellent job of keeping Reservists informed and current. Keep up your excellent work of keeping Reservists informed, even to the point of including the "Army Reserve Glossary" in every issue.

SSgt. Paul Shogren
Morgantown, W.Va.

IRR Contact Points

Sir:

In your issue 1/1989, you had a small article about IRR (Individual Ready Reserve). But in it you did not have an address or phone number that I could write or call to find out more information.

As an ex-military person but not in the active reserve, I would like to find out more about it. My reason is that my job is such that a monthly meeting is hard for me to meet.

Carlton Vargas
N. Wilkesboro, N.C.

(About once a year, we run a complete list of the tollfree phone numbers of the personnel managers at ARPERCEN, who can answer most any question about the IRR. It takes a full page; we just can't do it every time.

(Meanwhile, we recommend that you write: CDR, ARPERCEN, 9700 Page Blvd., St. Louis, MO 63132. If you were an enlisted soldier, use the office symbol DARP-EP. If you were an officer, use symbol DARP-OP. In either case, include your social security number, your military occupational specialty, and a phone number where you can be reached, and mention any previous Reserve involvement.)

Liked Cover Photo

Sir:

Your front cover of Issue 1/89 was a very impressive photo by Capt. John Florence.

My son is beginning his Army career and likes Army posters. Is this available as a print or poster for display.

Col. C.E. Ridenhour
Columbia, Mo.

(You are the first person who ever asked. We haven't ever made posters from our cover shots, but it may be doable if enough people share your enthusiasm.)

For explanation of acronyms, see the Army Reserve Glossary on page 5.

Non-Unit Reserve Soldiers Have New Travel Pay Procedure

Several changes in Army Finance procedures have changed the way Army Reserve soldiers who are not members of units are paid when they complete short periods of ADT or AT.

According to ARPERCEN officials, the new procedures for payment of travel allowances and finance outprocessing became effective March 1, 1989.

For all IRR and IMA soldiers performing short-term active duty, an advance of 80 percent of the estimated per diem will be disbursed upon arrival at the active duty site. The payment will be charged to the special advance account of the finance office serving the site.

At the end of the active duty period, soldiers will file a settlement voucher with the servicing Army finance office not less than three working days prior to their departure from the active duty site. They will file for constructive travel for the return home at that time.

Previously, IRR and IMA soldiers would complete their travel vouchers after arriving home at the end of their tours, and would file them by mail.

IRR and IMA soldiers must outprocess through finance on their last duty day, when they will file lodging, rental car and other receipts. They will receive full settlement of all travel and per diem allowances, and any outstanding balance from their travel advances will be collected.

Should actual return transportation expenses differ from the constructive travel settlements, soldiers can file supplemental claims after returning home.

ARPERCEN officials say that the new procedures should improve the way non-unit Reserve soldiers are paid, as well as improve the collection of travel advances. These procedures will remain in effect through Sept. 30, 1989.

IRR and IMA soldiers who train at a duty site not serviced by an Army finance office are not affected by the new procedures. They will continue to file for pay, allowances and reimbursable expenses by mail after returning home from their duties.

Foreign Area Officers: Army Reserve 'Soldier-Statesmen'

By Maj. Pete Poltoratzky

Foreign Area Officers (FAOs) have established a reputation for professional competence in the political-military arena. In fact, FAOs are recognized by leaders in the Army and the DOD to such an extent that they are referred to as "national assets."

The FAO Proponent Team, DA ODCSOPS, is reviewing and identifying the FAO requirements in the Army Reserve and National Guard and revising policy for the reserve components FAO program (FAO-RC). The revised policy will be reflected in the next edition of AR 135-11, to be published in the fall.

Reserve officers who possess regional expertise and language skills, combined with the appropriate grade, military schooling and experience, are eligible for the FAO program.

Selection for the FAO-RC program will be highly competitive. Officers chosen will be assigned to specific IMA positions on the DA staff, joint commands and joint agencies.

Each officer applying for FAO-RC must be:

- A volunteer.
- A field grade officer (or senior captain meeting all other criteria).
- A regional expert with a masters or doctorate (soldiers without an advanced degree will be considered if they have proven regional expertise).
- Fluent in a foreign language, verified by a current Defense Language Proficiency Test (DLPT) with a minimum score of 2 listening/2 reading/2 speaking (Some officers with a lower score may be considered based on the needs of the Army, with the provision that they attain 2L/2R/2S within two years after selection).
- Branch qualified (completed advanced course).
- Certified as having completed 50 percent of Command and General Staff Course.
- Eligible for top secret clearance (apply for SBI upon selection for FAO-RC).

All branches are represented in the FAO program; however, the majority are combat arms officers.

During the summer of 1990, two FAO-RC orientation courses are planned at the DLI, located in Monterey, Calif. Selected officers will attend one of the two courses. Each course will last two weeks and consist of briefings, seminars and colloquia led by FAO officers and guest speakers from various government agencies that employ FAOs.

There is no other military schooling requirement for FAOs. Officers who were enrolled in the FAO course at Fort Bragg, N.C., will receive credit for work already completed, and will not be required to attend the FAO orientation in Monterey.

Starting in FY 1991, FAO-RC officers will be guaranteed one IMA tour each fiscal year. They also may be able to attend a two-week foreign language refresher/improvement session at DLI. FAOs receive Foreign Language Proficiency Pay (FLPP) while on a tour.

Proponency for policy for the FAO-RC program is HQDA ODCSOPS. ARPERCEN has operational responsibility. Once the revised AR 135-11 is finalized, more specific information will be published on application procedures for FAO-RC. In the meantime, for more information call Maj. Gregory A. Schumacher at ARPERCEN's Program Management Office, toll-free (800) 648-8929, or Autovon 693-7443.

(Maj. Poltoratzky is an Army Reserve officer assigned to the FAO Proponent Team, DA ODCSOPS.)

Retirement-Qualified Reserve Soldiers Offered Survivor Benefit Options

When members of the Army Reserve complete 20 years of qualifying service, they receive the coveted "20-year letter" from ARPERCEN.

Receiving a 20-year letter means a lot to a Reserve soldier: It notifies the soldier that he or she will be eligible for retirement pay upon reaching age 60.

But another critical event happens when the 20-year letter goes out: The soldier receives an opportunity — which is only valid for a limited time — to elect coverage under the Reserve Component Survivor Benefit Plan.

Receipt of the Survivor Benefit package requires the soldier to act promptly to choose one of three options. The choice will determine if, when and in what amount the soldier's survivor(s) receive a permanent income from a portion of the soldier's base amount of retired pay.

By law, the soldier must pick an option within 90 calendar days of receiving the package.

The three options are:

- The soldier may choose to defer a decision on enrolling in the program until applying for retired pay at age 60. If a soldier picks this option and dies before reaching age 60, the survivors receive nothing.
- The soldier may choose to have survivors start receiving benefits on what would have been his or her 60th birthday, should he or she die before reaching age 60.
- The soldier may choose to provide survivors with coverage effective as of the day after his or her death.

The last two options have costs, and there are a variety of alternatives that depend on the soldier's marital or family status. To help the soldier decide which option to select, the package includes detailed information, instructions and cost tables.

For information about the Survivor Benefit Plans, Reserve soldiers may write to ARPERCEN, ATTN: DARP-PAR-SCB.

What is ARPERCEN?

The U.S. Army Reserve Personnel Center (ARPERCEN) is a field operating agency of the Office of the Chief, Army Reserve. It performs a wide variety of missions on behalf of Army Reservists, particularly Individual Ready Reservists (IRR), Individual Mobilization Augmentees (IMA) and Active Guard/Reserve (AGR) soldiers.

Correspondence to ARPERCEN should be addressed to:

Commander, ARPERCEN
Attn.: DARP-_____ *
9700 Page Blvd.
St. Louis, MO 63132-5200

* If you do not know the correct "Attention" symbol, omit the attention line.

When requesting assistance from ARPERCEN, be sure to sign your letter and include your social security number.

ARPERCEN, USAREC Cooperate to Simplify Re-Enlistment

Thanks to the help of Army recruiters, non-unit Army Reserve soldiers now have an easier time re-enlisting, according to retention officials at ARPERCEN.

A recent agreement between ARPERCEN and the U.S. Army Recruiting Command (USAREC) brought the new policy into effect.

There are nearly 250,000 Army Reserve enlisted soldiers who are not unit members. These include members of the IRR and the IMA program.

According to Maj. Jennie Henry, ARPERCEN's re-enlistment officer, enlisted IRR and IMA soldiers who want to re-enlist should first contact their ARPERCEN personnel management NCO. ARPERCEN starts the action and forwards re-enlistment documents and instructions to the soldier.

Once they have their re-enlistment documents (DD Forms 4-1 and 4-2, DA Form 4688 and the ARPERCEN instructions) in hand, IRR and IMA soldiers can contact local Army recruiters. The recruiters will help the soldiers complete the paperwork and schedule a commissioned officer to administer the oath.

"It's crucial that IRR and IMA soldiers wanting to re-enlist contact their personnel management NCO at ARPERCEN first," Henry stresses. "Only when they've received the re-enlistment forms and information from ARPERCEN should they contact the USAREC recruiters," she said.

ARPERCEN personnel managers are available through toll-free (800) telephone lines. IRR and IMA soldiers who don't know which number to call may call (314) 263-7828 for information, or write for a complete listing of the toll-free numbers to CDR, ARPERCEN, ATTN; DARP-ZPA, 9700 Page Blvd., St. Louis, Mo. 63132-5200.

For explanation of acronyms, see the Army Reserve Glossary on page 5.

Subscriptions Now Available

Paid subscriptions to *Army Reserve Magazine* are now available from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Phone orders may be placed by calling (202) 783-3238.

Price is $1.50 per copy, or $5 per year. Payment may be made by check, money order, MasterCard or VISA.

Persons who are not members of the U.S. Army Reserve and organizations lacking official justification to receive a free subscription to *Army Reserve Magazine* are encouraged to contact the Superintendent of Documents if they wish to receive the magazine.

Why Soldiers 'Really' Leave the Army Reserve

By Lt. Col. Terry White and Maj. Jim Simpson

The Army Reserve has been experiencing high turnover of trained junior soldiers who are not completing their enlistments.

In most cases, these soldiers don't formally "quit," they simply stop coming to drill and are subsequently dropped from active Reserve status and transferred to the IRR as "unsatisfactory participants."

These soldiers are considered to be "manageable losses," as opposed to "non-manageable losses" over which the organization has no control, such as those resulting from death, retirement, transfer to another unit due to civilian job changes or transfer to the active component.

It is the manageable losses which constitute the single greatest challenge facing the Army Reserve today. In FY 1988, the Army Reserve had more than 53,000 manageable losses. It costs about $40,000 to recruit and train each replacement for these soldiers.

Previous Research

In recent years, numerous surveys and studies have been conducted to find the reasons for attrition. These studies identified many problems: poor training, pay problems, employer problems, family and spousal conflicts, promotions and leadership.

None of these studies, however, was accomplished in a manner that determined which factor was the most important in causing soldiers to leave. In short, these studies told the Army Reserve that it had problems, but could not pinpoint those problems most likely to cause attrition or what should be done to correct them.

The WESTAT Study

In February, the Army Reserve released results of the most extensive and scientific study yet undertaken to determine why so many junior enlisted soldiers leave the Army Reserve. Nicknamed the "WESTAT Study" after the research organization that conducted the survey, it is the first Army-managed survey which provides projectable data for the USAR.

More than 12,000 soldiers in 2,300 units responded to the survey. Soldiers in all grades and geographic areas were equally represented in the results.

The purpose of the survey was to find the reasons soldiers leave Army Reserve units, and, more importantly, to see what can be done about it.

The survey found that the soldiers most likely to state "up-front" that they intend to leave the Army Reserve prior to completion of their obligation are young (under age 22), male, unmarried soldiers who earn lower incomes and are usually employed only part time or are in school.

What Leaders Think

One of the most significant findings of the survey is the difference between why leaders (senior NCOs and officers) think soldiers leave prior to completion of their obligation, and why the soldiers said they are likely to leave.

Leaders consistently named spouse and employer conflicts as among the most important reasons for their soldiers quitting the Army Reserve. They also recognized pay and promotions as serious contributors to attrition.

In general, leaders attributed the losses to things beyond their control and outside the unit.

Soldiers and leaders generally agree that the lack of meaningful activity during drills is a problem, but there the agreement ends.

Leaders look to external conditions (availability of training areas and resources) whereas soldiers link their reasons for leaving to their immediate leaders.

Soldiers agree with their leaders that promotions are a problem, but not in the same manner. Soldiers perceive promotions are not handled "fairly." Leaders see it as a question of vacancies.

Soldiers who are likely to leave don't see family or employer conflicts as being the most important reasons. Even pay problems, which are an area of concern, don't really appear to force out large numbers of soldiers.

What really causes soldiers to leave is the perception that they are not being treated fairly and with respect, and that their time is not well spent. They want to know that someone cares about them. They want to be proud of their service. In general, the soldiers saw the causes of their leaving their units as being "internal" to the unit.

For soldiers, it is a question of how they perceive they are treated by the leaders in their unit.

What Can Be Done

The WESTAT Survey has some good news for the Army Reserve. It says, in summary, that the most important reasons for junior enlisted soldiers leaving (not being treated fairly or with respect, not getting credit for doing good work, not having meaningful work to do and not being proud of their unit) are all areas that can be influenced directly by actions taken by the soldiers' unit-level leaders.

Unit leaders can't change some things by themselves, but they can demonstrate that they care about their soldiers — and that is the most important thing.

(Lt. Col. Terry White and Maj. Jim Simpson are in the Retention Division of Headquarters, Forces Command.)

For explanation of acronyms, see the Army Reserve Glossary on page 5.

Systems Leadership

By Maj. David Hoopengardner

Our earlier columns have given you some concepts for leadership. We defined leadership as the art of influencing others toward a common goal. We stated that requirements change at different levels of the Army, and that makes the nature of leadership different. The nature of work changes as one progresses through an organization. Demands of leadership vary.

We wrote about individual leadership and gave you a tool for measuring your leadership. Our last column discussed organizational leadership, and how to lead an organization. We stated that one of the best tools to lead an organization was the use of a command philosophy, and we gave you some ideas on what to include in a command philosophy.

This time we'll wrap up our discussion of leadership concepts by describing systems leadership. By systems leadership we mean those leaders at the highest echelons of the organizational structure.

It's here where the systems leader has to "purpose" the organization. By purposing, we mean aiming it in the right direction, placing it on the proper azimuth. Systems leaders do this by the use of goals, objectives and priorities. They create a vision of what they want the organization to look like six months, one year, even five years (or longer) from now.

System Leadership Skills

What are some of the specific skills necessary at this level? There are four:

1) *Set the "climate".* — Systems leaders set the climate of the organization. By climate, we mean the way business will be conducted. What are the "norms" around here? What's OK? What's not OK? Systems leaders set climate by establishing policies and programs. They also set climate by their personal actions. ("If the old man did it, it must be OK!"). We'll talk more about climate later.

2) *Establish information flows.* — Systems leaders must establish the information flows in their system. If the right agencies aren't receiving the information to do their jobs, then things start to fall through the cracks. The Army system is "stovepiped" in design (e.g. we're organized with S1, S2, S3, G1, G2, etc.), and sharing of information between stovepipe agencies is often lacking or non-existent. One of the systems leader's responsibilities is to make sure the right people are getting the right information.

3) *Design interdependencies.* — This fancy term concerns the area of organizational dynamics that answers the question of who has responsibility for this area? Who has authority? Who is going to monitor? What gets delegated? How much is delegated? When the systems leader doesn't answer these questions, they often are answered by default. Answering by default may mean that convenience rather than correctness answers the organizational mail.

4) *Create the vision.* — As previously stated, the systems leader must answer the question: "What do I want my organization to look like in the future?" Then, the organization has a path on which to proceed. The command philosophy, which we discussed last time, is a means to create the vision.

The Skills are Interrelated

The above systems skills are interrelated with some of the skills to be competent at the organizational and individual level. For example, if you think back to the report card that we previously gave you, the behaviors and values that are on that card are directly interrelated with the type of climate that an organization has.

A climate where leaders are regularly being relieved or fired will produce certain types of behaviors and values down at the lowest levels. Contrast that climate with one where mistakes made in good faith are viewed as learning experiences, and you'll see a completely different set of behaviors and values at the individual level.

The way that information flows are established is directly interrelated with how an organization turns information into action. Thus, an organization can't be effective if it doesn't have the information on which to act.

The way interdependencies are established is directly interrelated with the degree of teamwork in the organization. If units have to work together to accomplish certain goals, there will be teamwork. If goals are separate and distinct (or in some cases not even known within an organization), there will not be teamwork in the same degree.

Measuring Climate

There are a couple of ways to measure command climate. Department of the Army has published DA Pamphlet 600-69, *Unit Climate Profile Commanders Handbook*. This survey is aimed at the E1-E4 level and measures the attitudes of those ranks. Many of the questions are aimed at environmental factors: the living conditions, the mess hall and the facilities.

FORSCOM has another tool with which to measure climate. FORSCOM Miscellaneous Publication 600-6, *Command Climate Survey*, is aimed at a unit's commissioned and noncommissioned officers, and answers climate issues such as the leadership focus, the goals, and the priorities as perceived by those in the unit. It provides a way for leaders to check out how things really are in a non-threatening manner.

FORSCOM 600-6 is available by sending a completed DA Form 17 (Requisition for Publications and Blank Forms) to Publications Stockroom, Building 208, Fort Gillem, Forest Park, GA 30330-6000. Be sure to include your publications account number. DA Pamphlet 600-69 is available through your regular 12-series account.

FORSCOM Leadership Branch welcomes comments on this column and all areas of Army Reserve leadership. Write to HQ, FORSCOM, FCJ1-RTP, Fort McPherson, GA 30330-6000, or call Autovon 367-6872/6892; commercial (404) 669-6872/6892.

(Maj. Hoopengardner is a leadership staff officer at the J1 Retention Division, Headquarters Forces Command.)

UNIVERSITY MICROFILMS INTERN L
300 N ZEEB ROAD
ANN ARBOR MI

48106